

hagerstown, md • september 25 - 26, 2003



Rural Initiative Solutions to Rural Issues Through Partnerships

a community-centered approach

L O N G R E P O R T

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**Rapid Response Technical Assistance For Temporary Assistance To Needy
Families (TANF) And Welfare-To-Work (WtW)**

Contract No. 233-01-0067

Task Order No. 35

“Rural Initiative - Solutions to Rural Issues Through Partnerships”

Hagerstown, Maryland

September 24-25, 2003

LONG REPORT

Background

The enactment of the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) in 1996 provided States with the means and flexibility to develop Temporary Assistance for Needy Families (TANF) programs geared toward assisting families achieve self-sufficiency. The Federal TANF statute articulated four purposes for which States must utilize all of their Federal TANF and State maintenance-of-effort (MOE) funds. While each purpose addresses an issue meant to strengthen the family and increase the likelihood of self-sufficiency, only Purpose Four explicitly focuses on the formation and maintenance of two-parent families.

The U.S. Department of Health and Human Services’ (HHS) Rural Task Force Report to the Secretary, “One Department Serving Rural America,” states that social service programs in rural communities provide needed support for communities and represent a significant segment of the local economies. These programs, however, frequently lack adequate funds, personnel, and support networks.

The TANF program in particular plays a key role in rural communities, yet many rural service providers believe they work under regulations designed specifically for urban and suburban providers. In response to many of these issues, particularly among the States within HHS Region III, the Administration for Children and Families (ACF) and the Department of Labor (DOL) Regional Offices jointly sponsored the workshop, “Solutions to Rural Issues Through Partnerships – A Community-Centered Approach,” which was held on September 24-25, 2003, in Hagerstown, Maryland. **A copy of the agenda is presented in Appendix A.** Approximately

180 participants attended the meeting, representing Federal, State, and local governments, community-based organizations, faith-based organizations, service providers, academia, and the private sector. **A copy of the participants list is presented in Appendix B.**

Purpose

The purpose of the workshop was to focus on improving service delivery in rural communities to strengthen rural families and communities and support economic development. By assembling representatives of key stakeholders, the ACF and DOL Regional staff projected that the workshop would enable participants to:

- promote, facilitate, and enhance existing collaborations and partnerships;
- identify new ways participants could work across agencies and organizations;
- discuss barriers to serving rural communities;
- exchange information on policy implementation, promising practices, resources, and issues; and
- strategize on next steps to move rural communities forward.

Workshop Goals

One goal of the workshop was to develop plans to facilitate coordination and enhance services to rural communities. The workshop was also designed to address many of the major issues that impact the delivery of services to customers in rural areas, including:

- health/nutrition;
- transportation;
- education/training;
- employment/self-sufficiency; and
- economic development.

ACF and DOL Region III recognized that coordination, collaboration, and leveraging resources would be the best way to address these issues rather than individually tackling each problem. Housing and literacy, two additional issues that significantly impact service delivery to rural communities, will be the subject of future activities.

Workshop Organization

Prior to the workshop, State agencies identified and prepared a list of rural areas within their respective States. From the list, nine communities were selected to send representatives to the

workshop. Community “teams” were formed to include key program staff from TANF, Department of Labor, Department of Education, Community Action Agencies, food and nutrition programs, faith-based organizations, health care providers, and transportation agencies. The teams ranged in size from 4 to 15 members. Each team was asked to develop a strategic plan that would identify the needs, resources, and programs available in their community. Using the assessment tool from the HHS Rural Task Force Report, each team leader also identified major issues unique to their community.

In addition to completing the needs assessment, each participant and team was responsible for identifying services currently available; the number of services needed; and the services needed but not available in their community. Participants developed strategies that would facilitate access to needed services and increase availability of such services. The team format provided workshop participants with an opportunity to establish connections at the local level. These connections helped participants develop memoranda of agreement between agencies, organizations, State and local governments, and community groups. The process also reinforced their commitment to meeting the needs of customers.

Day 1

Introductions and welcome remarks were provided by:

- Eileen H. Friedman, TANF/Child Care Program Manager, Administration for Children and Families (ACF) Region III;
- David J. Lett, Regional Administrator, ACF Region III; and
- Kevin M. McGuire, Executive Director, Maryland Family Investment Administration.

In addition to welcoming workshop participants, Ms. Friedman provided an overview of the speakers and presenters for the two-day workshop. **The list of presenters is provided in Appendix C.** She introduced the planning committee and other agency partners and set the parameters for the meeting; the conference was designed to be interactive with the maximum amount of communication and information exchange.

Mr. Lett reviewed the purpose and goals of the workshop and emphasized that the breakouts were planned to provide workshop participants with opportunities to develop local level action plans that involve collaboration and coalition building. Breakouts also were expected to be highly informative on issues and concerns related to service delivery in rural communities.

According to Mr. Lette, “The success of these efforts would be measured by the actions that each person would take back to their community.”

Mr. McGuire focused on the importance of partnerships within communities. He stressed that partnerships are particularly important in rural areas because resources are so limited. According to Mr. McGuire, developing and nurturing partnerships were key to the success of the workshop. He also noted that information shared during the conference could be easily applied in each participant’s community.

During the two-day workshop, presentations were designed to provide participants with additional insight on issues related to rural populations and service delivery. Presentations focused on the accomplishments and changes in TANF, issues related to Federal tax credits, and transportation. Presenters and topics included:

- Next Phase of Welfare Reform: Mack Storrs, Senior Policy Analyst, Office of Family Assistance, ACF, Washington, DC; and
- Earned Income Tax Credit: Anita Carwile, Senior Program Analyst, Volunteers and Community Partnerships, Internal Revenue Service, Atlanta, Georgia.

Mark Storrs discussed TANF reauthorization and its implications for rural communities and the future of collaborative planning among workshop participants. His presentation provided the audience with:

- an outline of accomplishments and the context of TANF reauthorization debate; and
- an overview of the Administration’s reauthorization proposal (House-passed HR-4), and the version passed by the Senate Finance Committee. (Both versions contain increased work requirements and new opportunities to strengthen families through Marriage Promotion grants.)

Mr. Storrs discussed the accomplishments of TANF, program changes based on reauthorization, and the next phase of TANF. In terms of welfare reform changes, work has dramatically increased with over 600,000 clients working each year. In addition, the work retention rates of 60 to 75 percent are particularly encouraging. Caseloads have fallen dramatically over the past 3 years (from 14.1 to 5.2 million nationwide), and poverty among children has declined in the last 6 years.

Mr. Storrs stated that challenges remain in TANF, including recipient wages, which are above the Federal minimum wage, but continue to be below poverty. In addition, multiple barriers to work continue to be challenging, including the limitations within the TANF workforce, such as:

- 30 percent of TANF recipients have a mental health diagnosis or addiction challenges;
- 25-40 percent of adults have learning disabilities;
- 15-20 percent of both adults and children have developmental disabilities; and
- 15-20 percent of women are subject to domestic violence each year and 60 percent over their lifetime.

Recipients also have deficits in skills and education and often have limited English proficiency. These and other challenges can only be overcome by developing effective models of barrier reduction and post-employment supports for wage growth and career development.

The main elements of TANF include:

- full engagement;
- work and other participation;
- healthy marriage promotion and research;
- welfare and workforce integration waivers; and
- child support enforcement improvements.

Additional details from Mr. Storr’s presentation are provided in the slides in Appendix D.

Anita Carwile’s presentation on “Federal Tax Credits as Incentives for Job Retention” provided workshop participants with an overview of the two major Federal tax benefits for low-income workers – the Earned Income Tax Credit and the Child Tax Credit. Ms. Carwile provided an explanation of the tax benefits, their purposes, and how both can help low-income families. She also suggested that additional education and outreach are needed to boost the number of families who claim these credits. **Her slide presentation is provided Appendix E.**

Following the morning presentations, workshop participants were asked to join two breakout groups. In the first breakout, “Getting on the Same Page,” participants reviewed the purpose and expected outcomes for the conference and for the individual breakouts. Participants subsequently completed the following tasks:

- identified current investors;
- explored self interests;
- clarified vision; and
- established measurable goals.

For the second breakout entitled, “Exploiting Your Resources,” workshop participants focused on mapping available resources and the capacity of their individual systems, identifying gaps and overlaps, and identifying implications for system development.

Day 2

Day 2 began with a panel presentation related to transportation. With Carolyn Jeskey, Assistant Director for Employment Transportation, Community Transportation Association of America (CTAA), Washington, DC as the moderator, the presentation, entitled “Strategies to Meet Transportation Needs in Rural Communities,” included the following panelists:

- LaVerne Collins, Mass Transit Manager, Pennsylvania Bureau of Public Transportation, Harrisburg, Pennsylvania;
- Rob Hart, Shore Transit Regional Coordinator, Salisbury, Maryland;
- Thomas Rosser, Assistant Director, Family Investment Administration, Oakland, Maryland; and
- Aleta Spicer, Executive Director, Occupational Enterprises, Inc., Lebanon, Virginia.

Ms. Jeskey introduced the Community Transportation Association of America, an advocacy organization funded by the Department of Labor (DOL) and the Department of Transportation’s (DOT) Federal Transportation Administration (FTA). The association’s mission is to:

- ensure accessible, affordable and reliable community and public transportation across the nation; and
- promote freedom, independence, and choice.

The Association advocates on behalf of its 400 members, publishes *Community Transportation Magazine*, supports a loan fund, and administers technical assistance grants supported by the U.S. Department of Agriculture and Tribal governments. With funds from the DOL and DOT/FTA, the Association supports Joblinks employment transportation activities. In addition, CTAA supports an information station Web site and library, demonstration programs and workshops, and training.

Ms. Jeskey noted that "... job opportunities and human services don't matter, if people can't get to them." With this in mind, CTAA is committed to improving transportation access. Reliable rural transportation is viewed as a critical support service to help meet TANF and the Workforce Investment Act (WIA) program goals. On the negative side, the nation is operating in a climate of budget shortfalls and scarce resources. Rural communities also have large areas to cover and low population density. On the other hand, transit services are serving more than 60 percent of rural areas. Job access and reverse commute and matching funds have helped to fill many of the transportation gaps. Finally, coordination of transportation services works to improve mobility. Coordinating transportation is one of the best ways to stretch scarce resources. In terms of funding transportation services, the Federal government has made a substantial commitment to funding programs and providing transportation services, as seen in the following table:

Federal Funding for Rural Transportation

FEDERAL DEPARTMENT	FUNDING LEVEL	NUMBER OF PROGRAMS
HHS	\$1.7 BILLION	23 PROGRAMS
DOT	\$317 MILLION	6 PROGRAMS
DOL	\$27 MILLION	15 PROGRAMS
HUD	\$20.5 MILLION	4 PROGRAMS

The goal in funding coordination programs and activities is to cover more area for the people in need of services.

The key to improving rural transportation lies in three key reauthorizations that are scheduled in 2003:

- DOT Transportation Program. 2003 Reauthorization (TEA-21). CTAA's recommendations include raising funding levels for rural public transportation to meet increased demand (especially for nontraditional transportation); increasing funding flexibility which will facilitate leveraging dollars from other Federal programs such as the Job Access and Reverse Commute (JARC); and maintaining guaranteed investment in rural public transportation.
- HHS Temporary Assistance for Needy Families (TANF). The current TANF legislation expired on September 30, 2002, and HHS has been operating at FY 2002 levels with temporary extensions through September 20, 2003. The House passed its TANF bill and the Senate Finance Committee marked up its bill that is now ready for the Senate floor. The Senate bill includes language on coordination, which CTAA views as a positive change for TANF and transportation. In addition, in both the House and Senate bills, transportation is excluded from the "assistance" definition and both extend carryover of prior year TANF funds for "non-assistance" purposes. The new legislation also supports a \$25 million car ownership demonstration program.
- DOL WIA. The House bill passed in May and the Senate Subcommittee completed its mark up of the bill that CTAA views as good news. The reauthorization includes transportation information as a core service and strengthens State and local coordination. The Senate and House bills differ significantly.

With the reauthorization of these programs, CTAA will be in a better position to improve interagency coordination, promote local decision-making in setting funding priorities and activities, and reduce the rules that inhibit flexibility, innovation, and expanded transportation options for low-income families.

Ms. Jeskey can be reached via e-mail or by telephone. Her contact information is: jeskey@ctaa.org or 1-800-527-8279, extension 124 or 202-624-1724. For additional information about transportation, the audience was referred to the organization's Web site, www.ctaa.org or www.ctaa.org/ntrc/is_employment.asp. **Ms. Jeskey's slide presentation is provided in Appendix F.**

Staff within the Bureau of Public Transportation addressed issues related to rural populations on a daily basis. In her presentation, LaVerne Collins, explained that the State of Pennsylvania has the largest rural population in the nation. Annually, the Pennsylvania Bureau of Public Transportation manages a budget of over \$900 million in transportation grants. The Federal Transit (Section 5311) funds are used to subsidize fixed routes and Pennsylvania Lottery funds are used to support senior transportation needs in rural and urban areas. Nearly 20 years ago, the State earmarked \$13 billion in seed money to purchase transportation fleets. Today, this infrastructure is serving many of the transportation needs of rural communities. The State has placed great significance on partnerships, particularly in terms of transportation.

In his presentation, “Mobility Solutions for Human Services and Non-Profit Organizations – A Focus on the Customer,” Rob Hart discussed the transportation program at Shore Transit, including its purpose, the partnerships in which the organization is involved, and how coordination is fostered through technology. He noted that transportation services have changed over the past three years within the tri-county area. Currently, the Shore Transit Regional Program coordinates public transportation activities including transit operations, marketing, training, purchasing, and maintenance. Wicomico One-Stop Job Market is an example of the organization’s transportation-employment partnership. The partners include the Wicomico Department of Social Services, Maryland Job Services, the Department of Rehabilitation, Job Corps, the Local Workforce Board, Telecom Corp., and the GED Program. These partnerships began about four years ago. The non-profits provide coordination of training and purchasing; the human service agencies operate the transportation programs and coordinate costs, and the other partners provide business services. Initially, the program implemented a regional dispatch center to help those in need of transportation find it in their area. Today, duplication of services has been eliminated largely because of successful partnerships. **Mr. Hart’s slide presentation is provided Appendix G.**

Thomas Rosser’s presentation, “Wheels to Work,” focused on a unique program that assists TANF clients finance and obtain cars for transportation to and from work.” The program strongly promotes the philosophy that transportation is a critical contributor to self-sufficiency, particularly in rural areas where public transportation is usually unavailable to clients. The first step in the road to self-sufficiency is to have TANF clients employed. Mr. Rosser stated that these working clients also must have access to private vehicle ownership. These clients, however cannot qualify for commercial loans, nor can they afford huge monthly car payments. The Garrett County Department of Social Services, in partnership with the Community Action Agency and Garrett Automotive, has developed a loan program that makes it possible for working clients to purchase automobiles. The program also provides vehicle maintenance and views case

management as critical. Clients must qualify for loans through a bank. Since 1998, the agency has placed 73 cars. The average price is \$4,000. Routine maintenance and insurance are included in the monthly payment. These payments provide the caseworker with an opportunity to check on clients who participate in the program. Clients like the program because it helps them build credit and the payments are manageable (\$80-\$100 per month). Cars are repossessed if clients miss regular payments and the Community Action Agency holds the lien. The money that clients pay goes back into the program, approximately \$67,000, since the initiation of the program. Job retention has been 93 percent (as compared to 70 percent for the general caseload) since the program was initiated in 1998. **Mr. Rosser's slide presentation is provided Appendix H.**

Aleta Spicer provided the participants with a description of the Car to Work Program available in Virginia. The program is collaborative effort with three partners, Occupational Enterprises, Inc., People, Inc. (a community action agency), and the local department of social services. Welfare reform clients in the Commonwealth of Virginia may participate in the Virginia Initiative for Employment Not Welfare (VIENW) Program and these are the clients eligible for the Cars to Work Program.

VIENW clients who are hard to place because they lack transportation are referred from the local welfare agency to the Cars to Work Program. Initially clients participate in a Car Readiness Program. The program teaches budgeting, runs a credit check and explains the credit report to participating clients, and assists the clients in developing a credit repair plan. At the completion of a car care course, the program refers clients to car dealerships with whom they have a working relationship. Clients select three cars that they may be interested in purchasing and the program mechanic examines each car to determine acceptability. The client then may select one of the cars approved by the mechanic. Clients pay no more than \$100 per month and no interest is charged on the car loans. Only cars that cost less than \$2400 are approved for purchasing by the program. A case manager monitors payments and follows up on each client in the program.

Working Lunch

Dr. Natalie M. Ferry, Coordinator of Special Program Initiatives, Pennsylvania State Cooperative Extension, presented information on the "Power of Collaboration." In addition to identifying the five keys to successful collaborations, she stated that collaboration, "as a process, demonstrates the potential to re-energize and reconnect systems with shared missions and to empower participating partners." Dr. Ferry emphasized that collaboration can be a difficult process, especially in agencies that have been operating independently for a while. She also explained that collaboration works in a relationship built on interdependency and focuses upon

addressing issues and opportunities that are commonly shared. Collaboration also promotes trust and commitment to joint working efforts. In addition to discussing ways to sustain collaborations, she also noted that it is important in the collaboration process to branch out to other stakeholders, as collaboration is a tremendous way to extend resources. **Dr. Ferry's slide presentation is presented Appendix I.**

The afternoon presentations included a panel discussion on food and nutrition. The panelists included:

- Tim Walsh, Program Specialist, Food and Nutrition Service, Robbinsville, New Jersey;
- Nicholas J. Ricciuti, Director, Cecil County Department of Social Services, Elkton, Maryland;
- Jane Storrs, National Marketing Administrator, Maryland Department of Agriculture, Annapolis, Maryland; and
- Kirk Wilborne, Program Specialist, Maryland Department of Human Resources, Baltimore, Maryland.

Because of limited time, the moderator, Tim Walsh, announced that he would forego his presentation to ensure that members of the panel would have sufficient time to deliver their presentations. **Tim Walsh's presentation is provided in Appendix J.**

Nicholas Ricciuti explored the relationship between food stamps and food and nutrition. He stressed that the programs are integrated. For example, everyone seeking food stamps is screened for the Food and Nutrition program. The local agency has partnerships with the Cecil Community College and the DOORS Rehabilitation Center. In addition, the interfaith community has become a partner in this effort. Through collaboration, a group of several churches provides seamless programs for those in need. The Ray of Hope is one such program that operates a food pantry for area residents.

Jane Storrs discussed the National Association of Farmers' Market Nutrition Programs. The goal of the Maryland Department of Agriculture is to build farmers' markets and to provide good nutrition. The Departments of Agriculture and Health have different audiences, one works directly with farmers while the other works with families in need. The challenges for this partnership include balancing the goals of the two agencies and identifying matching funds. On the other hand, there are many opportunities to collaborate, including joint meetings with farmers, WIC recipients, and senior citizens. For individuals interested in learning more about

farmers' markets, Ms. Storrs suggested the following Web site, [http://www.nafmnp.org/Impact%20Reports/ 2002%20Impact%20Report.pdf](http://www.nafmnp.org/Impact%20Reports/2002%20Impact%20Report.pdf).

Kirk Wilborne provided participants with an overview of Federal and State food programs, including the Temporary Emergency Food Assistance Program (TEFAP), Maryland Emergency Food Program (MEFP), Statewide Nutrition Assistance Program (SNAP), and the Home-Delivered Meals to Persons with HIV/AIDS (and other disabilities).

TEFAP is a Federal program that helps supplement the diets of low-income needy persons, including senior citizens, by providing them with emergency food and nutrition assistance. TEFAP distributes Federal surplus foods to emergency food pantries and soup kitchens. It also provides food to those who are hungry and who lack resources to buy food. People who are eligible for TEFAP include those who are eligible for food stamps, Energy Assistance, Medical Assistance, Public Assistance (TCA), and unemployment. Additional information on TEFAP is available at <http://www.fns.usda.gov/fdd/programs/tefap/about-tefap.htm>. MEFP provides grants to emergency food providers (soup kitchens, food pantries, shelters) to assist in purchasing food for needy individuals and families. SNAP also provides grants to emergency food providers to assist in purchasing capital equipment necessary to operate food distribution. Capital equipment may include items such as refrigerators, freezers, flooring, and shelving. The Home-Delivery Meals to Persons with HIV/AIDS program currently provides funds two agencies within the State. These agencies provide home-delivered food and nutrition counseling to persons with HIV/AIDS and other disabilities that prevent them from being able to shop and cook. Additional information about statewide food programs can be found at www.dhr.state.md.us.

At the conclusion of the session, Mr. Walsh stressed that the underlying theme in the presentations is collaboration and cooperation. The goal is “to help those in need get back on track.”

Conclusion

Report Out Challenges, Strategies, and Technical Assistance

In addition to benefiting from the expertise and knowledge of the speakers, on Day 2, participants joined small work groups to discuss leveraging resources, building strategies and systems that would facilitate communication, information sharing, service delivery, and organizing to “get the work done.” The work groups were organized by counties and selected

communities to facilitate program implementation following the meeting. The discussion below is a brief description of each work group. In addition, the appendices present more detailed summaries of accomplishments of six select working groups. **The summary for the Delaware Group is presented in Appendix K.**

New River Valley, Virginia

This team focused on developing a process that would lead to a faith-based summit. Currently no faith-based organizations in the area are collaborating, although team members have identified possible organizations. The team identified a lead agency and plans to meet every six weeks until the summit is convened in February 2004. The next meeting of the group is scheduled for November 3.

Caroline County, Maryland

This team decided to take a step back in the process and was successful in developing a broad-based “team” goal, i.e., increasing the number of stable and economically independent families within their county. They plan to spend the next six months using research to identify barriers to economic independence. Over the next few weeks, team members will use indicators to determine which families in their county are economically unstable. The team will then select one of the indicators as an area of focus. They will identify partners that are appropriate in addressing the barriers and investigate available funding to support the effort. The team also identified areas in which assistance is needed, including expertise in identifying barriers, developing strategies to address the family needs, and implementing procedures for tracking outcomes without burdening the coalition partners. **A detailed summary of accomplishments is presented in Appendix L.**

Garret County, Maryland

This team decided to focus on childcare and identified several issues of concern, including the lack of childcare before and after school. In November 2003, they plan to visit various service agencies in the county to determine childcare needs. They also propose developing a marketing plan targeting organizations within the county. The team also plans to seek funding and other resources to support the establishment of daycare services. **A detailed summary of accomplishments is presented in Appendix M.**

Washington County, Maryland

This team identified four areas of need for the county, and of these, they selected the income tax credit as the area on which they would focus their collaborative efforts. The team emphasized that approximately 49 percent of the population annually applied for the Earned Income Tax Credit. The team's goal was to develop ways of increasing the percentage among county residents. The team planned to contact the local county chamber of commerce and other partners to solicit their participation in this effort. The goal of the team is to keep the money in the community. They plan to conduct a meeting in February 2004 to explore programs targeting customers. **A detailed summary of accomplishments is presented in Appendix N.**

Fayette County, Pennsylvania

This team decided to focus on low-income families with children and infants up to 12 years old. They want to ensure that the county plan incorporates their goal. They will begin by identifying the strengths and weaknesses of each organization regarding its capacity to provide childcare services. By participating in a gap analysis, team members learned more about the coalition's different organizations. They currently have several grants in place to support childcare programs but they would like to expand their resources and funding. They plan to meet in January 2004 to review the results of their data collection efforts. Following the workshop, the Fayette County group planned to meet on October 21, 2003.

Franklin County, Pennsylvania

The team identified several successful collaborative efforts in the county. They also identified gaps and focused on transportation and childcare. Rather than establishing a new coalition, they propose working with existing partnerships and coalitions and continuing to identify service needs of the area. The Franklin County team is scheduled to meet on November 4 to finalize their summary.

Coalfield Region, Virginia

This area includes 11 counties, all of which are located in the Appalachian region. The team's primary goal is to establish a transportation system. They propose establishing a coalition of local representatives. Members of the coalition will conduct an assessment of existing transportation available in the area. They also will meet with local officials to assist in developing and implementing a transportation plan based on the information coalition members

**Region III Rural Workshop
Solutions to Rural Issues Through Partnerships
A Community-Centered Approach**

September 24 - 25, 2003
Hagerstown, Maryland

We Couldn't Have Done It Without You!

Our special thanks to our planning committee for their generous financial and programmatic support of this workshop. The workshop is a collaborative of many federal, state, public and private partners that provided a wide variety of resources including time, talent, equipment and expertise well beyond the individuals identified below.

Regional Planning Team

Sharon Amatetti	US HHS – Maryland
Beth Brinly	US DOE – Philadelphia
Lucia Bruce	US DOL/Women's Bureau – Philadelphia
Sharon Duckett	US DOL – Philadelphia
Andrea Edwards-Spence	US HUD – Philadelphia
Eileen Friedman	US DHHS – Philadelphia
James Gatz	US DHHS – Washington
Steve Hirsh	US DHHS – Maryland
Gail McFadden-Roberts	US DOT – Philadelphia
Peg Montgomery	US DHHS – Philadelphia
Michele Pray	US DHHS – Maryland
John Schwartz	US DHHS – Philadelphia
Linda Wagner	US DOL – Philadelphia
Tim Walsh	US DA – New Jersey
Marian Wig	US DA – New Jersey
Van Williams	US HUD – Philadelphia
Joseph Yehl	US DA – New Jersey

Federal Project Officers - Administration for Children and Families

Lisa Washington-Thomas	US DHHS - Washington
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Regional Planning Team

Sharon K. Amatetti, MPH

Public Health Analyst
SAMHSA/CSAT
5515 Security Lane, Suite 618
Rockville, MD 20852
(301) 443-7288
(301) 480-6077 FAX
Samatett@samhsa.gov

Beth Brinly

Education Program Specialist
U.S. Department of Education, Philadelphia
Region
The Wanamaker Building
100 Penn Square East, Suite 505
Philadelphia, PA 19107
(215) 656-6015
(215) 656-6020 FAX
Beth.Brinly@ed.gov

Lucia Bruce

Program Development Specialist
Office of the Secretary
U.S. Department of Labor
Women's Bureau
The Curtis Center, Suite 880W
170 S. Independence Mall West
Philadelphia, PA 19106-3317
(215) 861-4860
(215) 861-4867 FAX
Bruce.Lucia@dol.gov

Sharon Duckett

Manpower Development Specialist
U. S. Department of Labor
Employment and Training Administration
Curtis Center, Suite 815 East
170 S. Independence Mall West
Philadelphia, PA 19106-3315
(215) 861-5217
(215) 861-5260 FAX
Duckett.Sharon@dol.gov

Andrea Edwards-Spence

Economic Development Specialist
HUD Region 3
Wanamaker Building
100 Penn Square East
Philadelphia, PA 19107
(215) 656-0626 x3216
(215) 656-3442 FAX
Andrea_Edwards-Spence@hud.gov

Eileen Friedman

TANF/CC Program Manager
Administration for Children and Families
150 S. Independence Mall West
Suite 864
Philadelphia, PA 19106-3499
(215) 861-4058
FAX (215) 861-4070
Efriedman@acf.hhs.gov

James Gatz

Office of Community Services
HHS Administration for Children and Families
370 L'Enfant Promenade, S.W., Suite 500 West
Washington, DC 20447
(202) 401-5284
(202) 401-5718 FAX
Jgatz@acf.hhs.gov

Steve Hirsch

Program Analyst
Office of Rural Health Policy
9A-55 PKLN
Rockville, MD 20857
(301) 443-7322
(301) 443-2803 FAX
Shirsch@hrsa.gov

Gail McFadden-Roberts, AICP

Community Planner
Federal Transit Administration
Region III
1760 Market Street, Suite 500
Philadelphia, PA 19103-4124
(215) 656-7100
(215) 656-7260 FAX
Gail.McFadden-Roberts@fta.dot.gov

Peg Montgomery

TANF/CC Program Specialist
Administration for Children and Families
150 S. Independence Mall West
Suite 864
Philadelphia, PA 19106-3499
(215) 861-40158
(215) 861-4070 FAX
Pmontgomery@acf.hhs.gov

Regional Planning Team

Michele Pray-Gibson HRSA

Program Analyst
9A-55 PKLN
Rockville, MD 20857
(301) 443-7320
(301) 443-2803 FAX
Mpray@hrsa.gov

John Schwartz

TANF/CC Program Specialist
Administration for Children and Families
150 S. Independence Mall West
Suite 864
Philadelphia, PA 19106-3499
(215) 861-4004
(215) 861-4070 FAX
Jschwartz@acf.hhs.gov

Linda Wagner

Manpower Development Specialist
U.S. Department of Labor
Employment and Training Administration
Curtis Center, Suite 815 East
170 S. Independence Mall West
Philadelphia, PA 19106-3315
(215) 861-5524
(215) 861-5520 FAX
Wagner.Linda@dol.gov

Tim Walsh

Food Stamp Program
Mid Atlantic Regional Office
300 Corporate Boulevard
Robbinsville, NJ 08691-1598
(609) 259-5092
(609) 259-5062 FAX
Tim.walsh@fns.usda.gov

Marian Wig

Food Stamp Program
Mid Atlantic Regional Office
300 Corporate Boulevard
Robbinsville, NJ 08691-1598
(609) 259-5059
(609) 259-5062 FAX
Marian.wig@fns.usda.gov

S. Van Williams

Operations Specialist
Office of the Regional Director, Region III
U.S. Department of Housing & Urban
Development
100 Penn Square East, 11th Floor
Philadelphia, PA 19107
(215) 656-0616, ext. 3307
(215) 656-3445 FAX
Sheppard_v._williams@hud.gov

Joseph Yehl

Supervisor
Policy and Evaluation Unit
Food Stamp Program
Mid Atlantic Regional Office
300 Corporate Boulevard
Robbinsville, NJ 08691-1598
(609) 259-5069
(609) 259-5062 FAX
Joseph.yehl@fns.usda.gov

APPENDICES

MEETING MATERIALS

APPENDIX A

Agenda

**Solutions to Rural Issues Through Partnerships
A Community-Centered Approach
Hagerstown, Maryland
September 24-25, 2003**

Day 1 - Wednesday, September 24, 2003

10:30 - 11:30 am **Registration**

11:30 - 1:00 pm **Working Lunch - *Crystal Ballroom***

Introductions

- ❖ Eileen H. Friedman, TANF/Child Care Program Manager,
Administration for Children and Families, Region III

Welcoming

- ❖ Dave J. Lett, Regional Administrator,
Administration for Children and Families, Region III

- ❖ Kevin M. McGuire, Executive Director,
Maryland Family Investment Administration

Community Partnership Building

- ❖ Clarence H. Carter, Director,
Office of Community Services, ACF, Washington, DC

Next Phase of Welfare Reform

TANF Reauthorization/Healthy Marriage

- ❖ Mack Storrs, Senior Policy Analyst,
Office of Family Assistance, ACF, Washington, DC

Earned Income Tax Credit

- ❖ Anita Carwile, Senior Program Analyst,
Volunteers and Community Partnerships, IRS,
Atlanta, GA

1:00 - 1:30 pm **Setting the Stage - Overview of the Workshop Process**
Crystal Ballroom

- ❖ James Gatz, Program Specialist,
Office of Community Services, ACF, Washington, DC

- | | |
|----------------|--|
| 1:30 - 1:45 pm | Break |
| 1:45 - 3:15 pm | Breakout - Getting on the Same Page
~ Review Purpose & Outcomes
~ Identify Current Investors
~ Explore Self Interests
~ Clarify Vision
~ Establish Measurable Goals |
| 3:15 - 3:30 pm | Break |
| 3:30 - 5:00 pm | Breakout - Exploiting Your Resources
~ Map available resources & capacity of your current system
~ Identify gaps & overlaps
~ Identify implications for system development |
| 5:00 - 6:00 pm | Networking Reception |

Day 2 - Thursday, September 25, 2003

- | | |
|----------------|--|
| 7:30 - 8:15 am | Continental Breakfast - <i>Crystal Ballroom</i> |
| 8:15 - 9:15 am | Strategies to Meet Transportation Needs in Rural Communities
Plenary Panel - <i>Crystal Ballroom</i>
Moderator - Carolyn Jeskey, Assistant Director for Employment
Transportation, Community Transportation Association of
America, Washington, DC
❖ LaVerne Collins, Mass Transit Manager, PA Bureau of Public
Transportation, Harrisburg, PA
❖ Rob Hart, Shore Transit Regional Coordinator, Salisbury, MD
❖ Thomas Rosser, Assistant Director, Family Investment
Administration, Oakland, MD
❖ Aleta Spicer, Executive Director, Occupational Enterprises, Inc.,
Lebanon, VA |
| 9:15 -10:45 am | Breakout - Building Your Strategy/Building Your System:
Organizing to Get the Work Done
~ Clarify critical leadership, planning, and implementation functions
~ Identify challenges, responses and technical assistance needs
~ Strategic Planning (30 days/60 days/90 days) |

- | | |
|-----------------|---|
| 10:45 -11:00 am | Break |
| 11:00 -12:30 pm | Breakout - Implementing Your Strategies
~ Action Planning - covering the next 90 days
~ Identify challenges & responses
~ Identify support & technical assistance needs |
| 12:30 - 1:30 pm | Working Lunch - Coalition Building
<i>Crystal Ballroom</i>
Natalie M. Ferry, Coordinator of Special Program Initiatives,
Penn State Cooperative Extension, University Park, PA |
| 1:30 - 2:15 pm | Food and Nutrition
Plenary Panel - <i>Crystal Ballroom</i>
Moderator - Tim Walsh, Program Specialist, Food and Nutrition
Service, Robbinsville, NJ
❖ Nicholas J. Ricciuti, Director,
Cecil County Department of Social Services, Elkton, MD
❖ Jane Storrs, National Marketing Administrator,
Maryland Department of Agriculture, Annapolis, MD
❖ Kirk Wilborne, Program Specialist,
Maryland Department of Human Services, Baltimore, MD |
| 2:15 - 3:00 pm | Conclusion/Wrap Up
~ Report Out Challenges, Strategies and Technical Assistance
Needs
❖ Eileen H. Friedman, TANF/CC Program Manager, ACF
❖ Beth A. Brinly, Education Program Specialist, USDoE |

APPENDIX B

Participants List

PARTICIPANTS LIST

STATE OF DELAWARE TEAM MEMBERS

Rosanne Mahaney, Chief Administrator
Divs. Of Social Services, Dept. of Health &
Social Services
P.O. Box 906, The Lewis Building
New Castle, DE 19720

John Bryant, Sr., Administrator
Divs. Of Social Services, Dept. of Health &
Social Services
P.O. Box 906, The Lewis Building
New Castle, DE 19720

Jan Clowes
Delaware State Housing Authority
18 The Green
Dover, DE 19901

Bernice Edwards
First State Community Action Agency
P.O. Box 431
Georgetown, DE 19947

Marcella Garyantes, Mobility Coordinator
Department of Transportation, DE Transit
Authority
Blue Hen Corporate Center, Suite 4G
655 Bay Road
Dover, DE 19901

Karen Hettinger
Educational Training Specialist
DE Technical & Community College
100 Campus Drive
Dover, DE 19904

Effie Jones
DE Economic Development Office
99 Kings Highway
Dover, DE 19901-7305

Rebecca Kauffman
DE State Housing Authority
18 The Green
Dover, DE 19901

Ms. Eileen Schneese
Employment & Training Contract Specialist
DE Division of Employment & Training
4425 N. Market Street
Wilmington, DE 19802

Mr. Tom Smith
Employment & Training Administrator
DE Division of Employment & Training
4425 N. Market Street
Wilmington, DE 19802

CAROLINE COUNTY, MARYLAND TEAM MEMBERS

Linda Webb, Job Developer/Supervisor
Caroline County Dept. of Social Services
P.O. Box 100
Denton, MD 21629

Betty Malkus, PhD, Director/Psychologist
Caroline Counseling Center/Caroline County
Health Department, Addictions
P.O. Box 10
Denton, MD 21629

Linda Spear, RN, Case Manager for Children
with Special Healthcare Needs
Center/Caroline County Health Department
P.O. Box 10
Denton, MD 21629

Donna Brinsfield, County Extension Director
Maryland Cooperative Extension
207 S. Third Street
Denton, MD 21629

Ronald Bell, Minister
St. Luke's United Methodist Church
P.O. Box 66
Denton, MD 21629

Elaine Wilson, MEd, Program Coordinator
Chesapeake College
P.O. Box 8
Wye Mills, MD 21679

Peg Anawalt, Executive Director
Chesapeake Child Care Resource Center
Chesapeake College
P.O. Box 8
Wye Mills, MD 21679

Helen Spinelli, Administrator
Caroline County Human Services Council
317 Carter Avenue, Suite 101
Denton, MD 21629

Mike Campbell, LCSW-C, Clinic Director
Regional Mid-Shore Mental Health
P.O. Box 10
Denton, MD 21629

Eric English, PhD, Therapist
Regional Mid-Shore Mental Health
P.O. Box 10
Denton, MD 21629

Tearesa French, Program Administrator
Family Support Center and Federalsburg Judy
Center
100 North Sixth Street
Denton, MD 21629

Dan McDermott, Executive Director
Upper Shore Workforce Investment Board
Chesapeake College
P.O. Box 8
Wye Mills, MD 21679

Paul Nichols, Director of Transportation
U-STAR Transportation (Upper Shore Aging,
Inc.)
10502 Greensboro Road
Denton, MD 21629

GARRETT COUNTY, MARYLAND TEAM MEMBERS

Tom Rosser, Assistant Director for Family
Investment
Garrett County Department of Social Services
12578 Garrett Highway
Oakland, MD 21550

Cheri Bever, Director of Workforce Development
Horizon Goodwill Industries
9 North Center Street
Cumberland, MD 21520

Jonathan Wynn, County Supervisor
Western Maryland Consortium
215 S. Third Street
P.O. Box 576
Oakland, MD 21550

Angela Shafer, Private Citizen/Consumer
300 Vista Square, Apt. 19
Oakland, MD 21550

John Hill, Director of Transportation
Garrett County Community Action Agency
104 East Center Street
Oakland, MD 21550

Pam Nelson, Vice President for Community
Development
Garrett County Community Action Agency
104 East Center Street
Oakland, MD 21550

Barbara Pentz, Director of Garrett WORKS
Garrett County Department of Social Services
12578 Garrett Highway
Oakland, MD 21550

Rev. Patrick Kerr
St. Paul's United Methodist Church
64 Paul Friend Rd.
Oakland, MD 21550

Anette Nine, Job Service Specialist
DLLR, MD State Job Service
221 S. Third Street
Oakland, MD 21550

JoAnn Vent, Supervisor of Career & Technology
Education/Drop-off Prevention
Garrett County Board of Education
40 Second Street
Oakland, MD 21550

WASHINGTON COUNTY, MARYLAND TEAM MEMBERS

Rosalind Martin, Asst. Director, Family
Investment
Washington County Department of Social
Services
122 North Potomac Street
Hagerstown, MD 21740

John Davies, Occupancy Specialist
Hagerstown Housing Authority
35 West Baltimore Street
Hagerstown, MD 21740

Cindy Hill, Locate Counselor
Apples for Children, Inc.
325 West Memorial Boulevard
Hagerstown, MD 21740

Jim Wilhide, Rehabilitation Supervisor
Department of Rehabilitation Services (DORS)
5 Public Square, Suite 422
Hagerstown, MD 21740

Suzette Snyder, Job Service Specialist
Department of Labor, Licensing & Regulation
(DLLR)
North Potomac Street
Hagerstown, MD 21740

Martha Buhrman, Case Manager
Community Action Council (CAC)
101 Summit Avenue
Hagerstown, MD 21740

Judy Brown, Clinical Coordinator
Washington County Health Department-
Addictions and Mental Health
13114 Pennsylvania Avenue
Hagerstown, MD 21740

Paul Pittman, Director
Head Start of Washington County
325 W. Memorial Boulevard
Hagerstown, MD 21740

Peter Thomas, Director
Western Maryland Consortium
33 West Washington Street
Hagerstown, MD 21740

Larry Glenn, Director of Continuing Education
Hagerstown Business College
18618 Crestwood Drive
Hagerstown, MD 21740

Stephanie Stone, Director
Washington County Community Partnership for
Children and Families
33 West Washington Street
Hagerstown, MD 21740

Kevin Cerrone, Director
Washington County Transportation Commission
1000 W. Washington Street
Hagerstown, MD 21740

Dave Jordan, Executive Director
Community Action Council (CAC)
101 Summit Avenue
Hagerstown, MD 21740

FAYETTE COUNTY, PENNSYLVANIA TEAM MEMBERS

Barbara J. Shaw, Executive Director
Fayette County Assistance Office
41 West Church Street
Uniontown, PA 15401

James M. Stark, CEO
Fayette County Community Action Agency
140 N. Beeson Avenue
Uniontown, PA 15401

Michelle Grant Shumar, Director of Human Services
Fayette County Public Service Building
First Floor, 22 East Main Street
Uniontown, PA 15401

Joseph E. Segilia, Director
Outreach & Continuing Education
Penn State Fayette
Route 119 North, P.O. Box 519
Uniontown, PA 15401

Bob Junk, FEC/Strategic Planning Manager
FAY-PENN Economic Development Council
Two West Main Street, Suite 407
P.O. Box 2101
Uniontown, PA 15401

Muriel J. Nuttall, Executive Director
Fayette Chamber of Commerce
65 West Main Street
P.O. Box 2124
Uniontown, PA 15401

Sean D. Sypolt, Manager
Fayette County CareerLink
32 Iowa Street
Uniontown, PA 15401

William J. Thompson, Executive Director
Westmoreland-Fayette Workforce Investment Board
Westmoreland County Community College
400 Armbrust Road
Youngwood, PA 15697

Deanna Sherbondy, Executive Director
Fayette County Drug & Alcohol Commission, Inc.
Suite 106-100 New Salem Road
Uniontown, PA 15401

David L. Peters, Administration Officer 3
Fayette County Housing Authority
624 Pittsburgh Road
Uniontown, PA 15401

Lynn Plitt, Director of Clinical Services
Chestnut Ridge Counseling Services (CRCSI)
Suite 116, 100 New Salem Road
Uniontown, PA 15401

Brian Kisner, Pastor
Bread of Life Tabernacle
15 Bouquet Street
Uniontown, PA 15401

Thelma Sandy, President
Uniontown Hospital
500 W. Berkeley Street
Uniontown, PA 15401

Tim Yurcisin, President
Private Industry Council
531 S. Main Street
Greensburg, PA 15601

Maria Ryan, Director of Education
Private Industry Council
531 S. Main Street
Greensburg, PA 15601

FRANKLIN COUNTY, PENNSYLVANIA TEAM MEMBERS

Doug Price, Human Services Administrator
Franklin County
425 Franklin Farm Lane
Chambersburg, PA 17201

Janet Johnston, Director
House of Grace
307 Lincoln Way East
Chambersburg, PA 17201

Mary Kauffman, Job Developer
Lincoln Intermediate Unit 12
600 Norland Avenue, Ste. 5
Chambersburg, PA 17201

Wes Cool, Manager
Franklin County CareerLink
600 Norland Avenue
Chambersburg, PA 17202

Dr. Ted Rabold, Assistant Superintendent
Chambersburg School District
435 Stanley Avenue
Chambersburg, PA 17201

James Gilbert, Management
Franklin County Mental Health/Mental
Retardation
425 Franklin Farm Lane
Chambersburg, PA 17201

Bonnie Zehler, Director
Franklin County Housing Authority
436 West Washington Street
Chambersburg, PA 17201

Jean Odum, Director
South Central Community Action Program
153 North Stratton Street
Gettysburg, PA 17325

Kay Beach, Executive Director
Fulton County Assistance Office
Penn Village Shopping Plaza
P.O. Box 637
McConnellsburg, PA 17233

Thomas Reardon, Executive Director
Fulton County Partnership, Inc.
P.O. Box 464
McConnellsburg, PA 17233

Corinne West, Executive Director
Franklin County Assistance Office
620 Norland Avenue
Chambersburg, PA 17201

NEW RIVER VALLEY, VIRGINIA TEAM MEMBERS

Patricia Whited, Self-Sufficiency Consultant
VA Department of Social Services
1900 Patton Street
Abingdon, VA 24210

Susan Seymore, Program Manager
Mt. Rogers Regional Adult Education
625 W. Main Street
Abingdon, VA 24210

Vicky Collins, Director
Radford DSS
928 W. Main Street
Radford, VA 24141

Larry Lindsey, Employment Services/Child Care
Supervisor
Montgomery County DSS
Box 789
Christiansburg, VA 24068

T'aiya Shiner, Executive Director
NRV Conflict Transformation
305 Washington Street
Christiansburg, VA 24060

Terry Smusz, Executive Director
New River Community Action, Inc.
644 W. Main Street
Radford, VA 24141

Bob Stuart, Co-Chair, Steering Committee
VA Interfaith Center for Public Policy, NRV
Chapter
2007 Linwood Lane
Blacksburg, VA 24060

Brinda Ross-Myatt, General Coordinator
Radford Community Family Life Center
206 Russell Avenue
Radford, VA 24141

Raquel Becerra, Association Director
Race & Social Policy Research Center at VA
Tech
201 Wall Street
Blacksburg, VA 24060

Carl Mitchell
Virginia Economic Bridge
P.O. Box 7035
Radford, VA 24102

COALFIELD, VIRGINIA PROJECT TEAM MEMBERS

Aleta Spicer, Executive Director
Occupational Enterprises, Inc.
P.O. Box 729
Lebanon, VA 24266

Linda Asbury, Executive Assistant
Occupational Enterprises, Inc.
P.O. Box 729
Lebanon, VA 24266

Jerry Spence, Director
Lee County Department of Social Services
P.O. Box 348
Jonesville, VA 24263

Pat Fortner, VIEW Coordinator
Lee County Department of Social Services
P.O. Box 348
Jonesville, VA 24263

Darrell Blankenship, WIA Youth/Adult
Coordinator
People, Inc.
2603 Osborne Street
Bristol, VA 24201

Frank Horton, WIA CLEO, CH. BD. of Sup.,
Director of Continuing Education-Area One
Workforce Board, Russell County-SW VA
Community College
Box SVCC
Richlands, VA 24641

Charles McConnell, Executive Director
Wise County Redevelopment and Housing
Authority
P.O. Box 630
Coeburn, VA 24230

Ron Ratliff, WIB Director
Area One Workforce Development Board
P.O. Box 2439
Lebanon, VA 24266

Shirley Mitchell, Owner
Honey Tree Day Care Center
c/o P.O. Box 729
Lebanon, VA 24266

Malcolm Perdue, President & CEO
Stone Mountain Health Services
602 W. Morton Avenue, Suite 3
Pennington Gap, VA 24277

Susan Helton, Partner and LCSW
Abingdon Center for Psychiatry, Counseling &
Education
350 Russell Road
Abingdon, VA 24210

Tom Griffith, Executive Director
Cumberland Plateau Regional Housing Authority
P.O. Box 1328
Lebanon, VA 24266

CALHOUN COUNTY, WEST VIRGINIA TEAM MEMBERS

Len Holloway, Director
WVU Extension Service
P.O. Box 680
Grantsville, WV 26147

Rev. Peig Schmitz, President
Family Resource Network
1 Calhoun Street
Grantsville, WV 26147-8043

Bill Monterosso, Program Specialist
Mid-Ohio Valley WIG
531 Market Street
Parkersburg, WV 26101

Bob Rentschler, Director
Calhoun-Guilmer Career Center
Route 1, Box 542A
Grantsville, WV 26147

Sandy Osborne, Coordinator
Family Resource Network
P.O. Box 620
Grantsville, WV 26147

Robert Bonar
Calhoun County WIB, Dislocated Worker Center
P.O. Box 618
Grantsville, WV 26147

Diane Ludwig, Director
Little Kanawha Area Development Corporation
P.O. Box 508
Elizabeth, WV 26143

James Bleigh, WV WORKS Supervisor
WV DHHR
P.O. Box 639
Glenville, WV 26351

Jim Morford, Community Service Manager
WV DHHR
P.O. Box 280
Grantsville, WV 26147

McDOWELL, WEST VIRGINIA TEAM MEMBERS

Linda Beach, Community Services Manager
WV Department of Health & Human Resources
840 Virginia Avenue
Welch, WV 24801

Sharon W. Yates, Executive Director
S.A.F.E.
P.O. Box 234
Welch, WV 24801

Bill Loope, Executive Director
Regional Workforce Investment Board
921 W. Neville Street
Beckley, WV 25801

Jeanna Cook, Program Services Supervisor
Community Access, Inc.
P.O. Box 337
Welch, WV 24801

APPENDIX C

Presenters

Presenters

Beth Brinly

Education Program Specialist
U.S. Department of Education
Philadelphia Region
The Wanamaker Building
100 Penn Square East, Suite 505
Philadelphia, PA 19107
(215) 656-6015
(215) 656-6020 FAX
Beth.Brinly@ed.gov

Clarence H. Carter

Director, Office of Community Services
Administration for Children and Families
370 L'Enfant Promenade, S.W.
Washington, DC 20447
(202) 401-9333
(202) 401-4694 FAX
clcarter@acf.hhs.gov

Anita Carwile

Senior Program Specialist
IRS Stakeholder Partnership, Education and Communication
401 W. Peachtree St. STOP WI-53
Atlanta, GA 30308
(404) 338-8825
(404) 338-8664 FAX
Anita.carwile@irs.gov

LaVerne E. Collins

Chief, Lottery Transportation Division
Bureau of Public Transportation
Pennsylvania Department of Transportation
Keystone State Office Building
P. O. Box 3151
Harrisburg, PA 17120
(717) 783-8025
(717) 772-2985 FAX
lacollins@state.pa.us

Natalie M. Ferry

Coordinator of Special Program Initiatives
Penn State Cooperative Extension
401 Ag Administration Bldg.
University Park, PA 16802
(814) 863-6150
nmf3@psu.edu

Eileen H. Friedman

TANF/CC Program Manager
Administration for Children and Families
150 S. Independence Mall West, Suite 864
Philadelphia, PA 19106-3499
(215) 861-4058
(215) 861-4070 FAX
Efriedman@acf.hhs.gov

James Gatz

Program Specialist
Office of Community Services
Administration for Children and Families
370 L'Enfant Promenade, S.W.
Washington, DC 20447
(202) 401-5284
(202) 401-5718 FAX
Jgatz@acf.hhs.gov

Chris Gersten

Principal Deputy Assistant Secretary
for Children and Families
Office of the Assistant Secretary
Administration for Children and Families
370 L'Enfant Promenade, S.W., 6th Floor
Washington, DC 20447
(202) 401-5180
(202) 401-5274 FAX
cgersten@acf.hhs.gov

Rob Hart

Shore Transit Regional Coordinator
917 Mt. Herman Road, Suite 3
Salisbury, MD 21804
(410) 749-1644
(443) 260-4993 FAX
Rob@shoretransit.org

Carolyn Jeskey

Assistant Director
Employment Transportation Programs
Community Transportation Association of America
1341 G Street, NW 10th Floor
Washington, DC 20005
(202) 624-1724
(202) 737-9197 FAX
jeskey@ctaa.org

collect during their assessment. **A detailed summary of accomplishments is presented in Appendix O.**

Calhoun County, West Virginia

The team proposed bringing people together to gain a better understanding of current coalitions and to develop new coalitions. On October 9, 2003, the team plans to meet and agree upon an area of focus and to develop a unified approach to the goals that will be identified.

McDowell County, West Virginia

The team's primary goal is to bring together partners throughout the county. The Family Resource Center currently meets monthly and at the next meeting, the team proposes to develop a strategy that will create or bring more job opportunities to the community. The ideal situation would be to create or identify enough jobs so that everyone who wants to work would be employed. The information gathered from the workshop will be shared with partners throughout the county. **A detailed summary of accomplishments is presented in Appendix P1 through P5.**

Closing Remarks

Eileen Friedman closed the meeting by thanking everyone for collaborating. She also thanked the facilitators and the Region III staff. Chris Gersten, Principal Deputy Assistant Secretary for Children and Families, Office of the Assistant Secretary, ACF, also encouraged participants to provide feedback to the Region III Office and identify additional technical assistance needs.

April Kaplan

Deputy Director of the Office of Family Assistance
Administration for Children and Families
370 L'Enfant Promenade, S.W., 5th Floor
Washington, DC 20447
(202) 401-5138
(202) 205-5887 FAX
AKaplan@acf.hhs.gov

David J. Lett

Regional Administrator
Region III
Administration for Children and Families
Suite 864, The Public Ledger Building
150 S. Independence Mall West
Philadelphia, PA 19106-3499
(215) 861-4000
(215) 861-4070 FAX
dlett@acf.hhs.gov

Kevin M. McGuire

Executive Director
Family Investment Administration
Maryland Department of Human Resources
311 West Saratoga Street, Room 741
Baltimore, MD 21201
(410) 767-7338
(410) 333-6699 FAX
Kmcguire@dhr.state.md.us

Nicholas J. Ricciuti

Director
Cecil County Department of Social Services
170 East Main Street
Elkton, Maryland 21921
(410) 996-0307
(410) 996-0464 FAX
nricciut@dhr.state.md.us

Thomas Rosser

Assistant Director
Family Investment Administration
Garrett County Department of Social Services
12578 Garrett Highway
Oakland, MD 21550-0556
(301) 533-3081
(301) 334-5449 FAX
trosser@dhr.state.md.us

Aleta Spicer

Executive Director
Occupational Enterprisex, Inc.
P.O. Box 729
Lebanon, VA 24266
(276) 889-0290
aspicer@cablenet-va.com

Jane Storrs

National Marketing Administrator
Maryland Farmers Market Nutrition Program
Maryland Department of Agriculture
50 Harry S. Truman Parkway
Annapolis, Maryland 21401
(410) 841-5777
(410) 841-5987 FAX
storrsjm@mda.state.md.us

Mack Storrs

Senior Policy Analyst
Office of Family Assistance
DHHS, Administration for Children and Families
370 L'Enfant Promenade
Aerospace Building, 5th Floor
Washington, DC 20447
(202) 401-9289

Tim Walsh

Community Relations Liaison
United States Department of Agriculture
Food and Nutrition Service
Food Stamp Program
300 Corporate Boulevard
Robbinsville, NJ 08691-1598
(609) 259-5092
(609) 259-5062 FAX
Tim.walsh@fns.usda.gov

Kirk Wilborne

Program Specialist
Office of Transitional Services
Community Services Administration
Maryland Department of Human Services
311 W. Saratoga Street
Baltimore, Maryland 21201
(410) 767-7015
(410) 333-0256 FAX
Kwilborn@dhr.state.md.us

PRESENTATION SLIDES

APPENDIX D

Reauthorizing TANF

Mack Storrs, Office of Family Assistance
Administration for Children and Families

U.S. DEPARTMENT OF
HEALTH & HUMAN SERVICES
The Administration For Children and Families

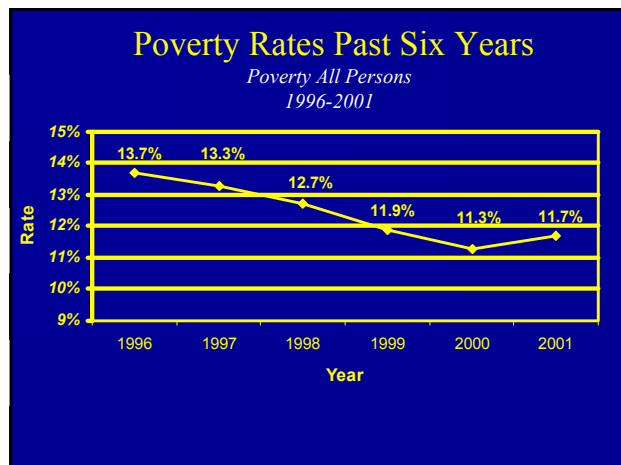
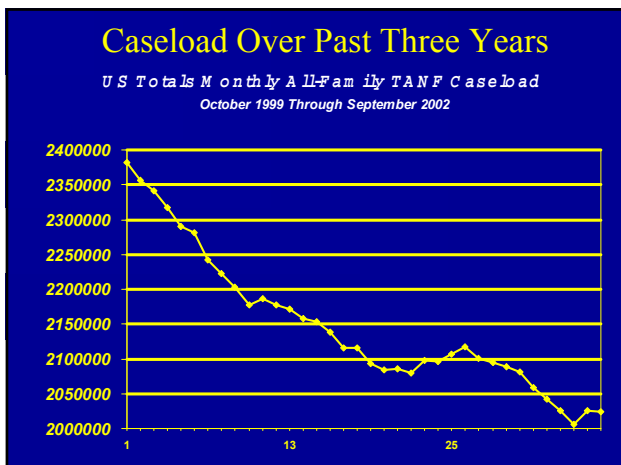
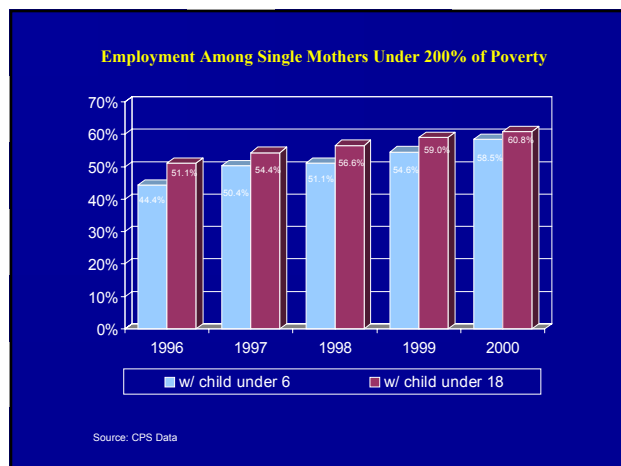
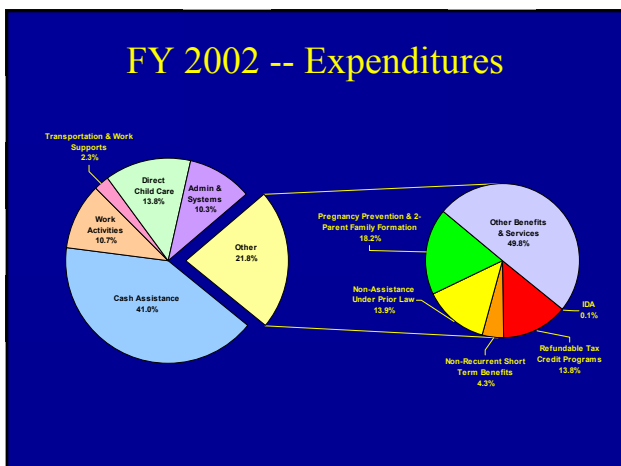
Reauthorizing TANF



Mack Storrs
Office of Family Assistance
Administration for Children and Families

Welfare Reform Changes

- **Work has dramatically increased**
 - Over 600,000 clients each year
 - Encouraging retention rates: 60-75%
- **Caseloads have fallen dramatically**
 - from 14.1 to 5.2 million
- **Poverty among children has declined**
- **Continuing economic struggles**
- **Devolution**
- **Public and community support**

Research -- Family Outcomes

- “Leaver” studies: work has few negative consequences for well-being; little evidence that families are suffering.
- Young children, in programs that increased work and income, have improved behavior and do better in school; Caveat: For adolescents, more at-risk behavior.
- MFIP -- decreased (18%) levels of domestic abuse; increased marriage (7% to 10.6%) and marital stability (67% compared to 48.5%)
- New Hope -- Less stress, fewer worries, better parent-child relations.

Challenges Remain

- Wages above minimum wage, but below poverty
 - Services have little impact on wage growth over 5 years
- Multiple Barriers to Work
 - 30% with mental health diagnosis or addiction
 - 25-40% of adults with learning disabilities
 - 15-20% of adults and 15-20% of children with developmental disabilities
 - 15-20% of women subject to domestic violence each year, with 60% over lifetime
 - Skills/education deficits & limited English proficiency
- Need effective models of barrier reduction and post-employment supports for wage growth and career development.

TANF - Main Elements

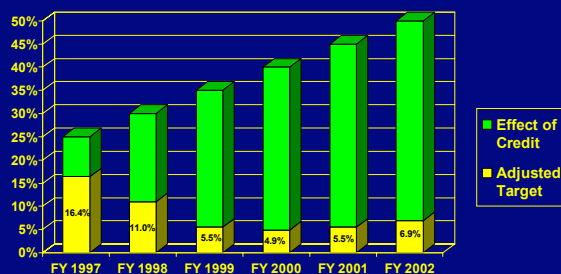
- Full Engagement
- Work and Other Participation
- Healthy Marriage Promotion and Research
- Welfare and Workforce Integration Waivers
- Child Support Enforcement Improvements

Full Engagement

- Family Self-Sufficiency Plans for *ALL* cases
- Regularly review progress of each case
- State flexibility – plans and reviews done however State chooses

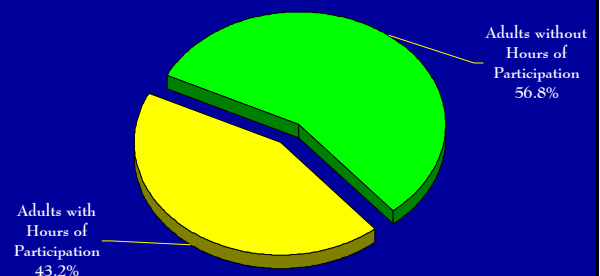
Why New Participation Rates?

Average Effect of Caseload Reduction Credits on Required Participation Rates

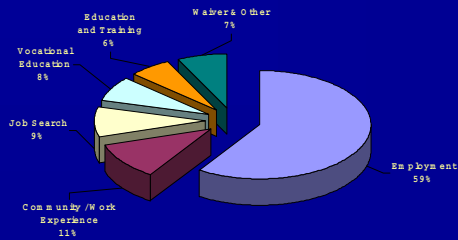


Most Adults Have No Hours

TANF Average Number of Monthly Adults In Allowable Work Activities



Total Reported Hours of TANF Participation, by Activity U.S. Monthly Average, FY 2001



Work & Other Participation

- Avg. Participation: from 50% to 70% by 2008
- Standard: 40 total hours per week:
 - 24 hours of work
 - 16 hours of other self-sufficiency activities – State decides
- Partial credit beginning at 24 hours
- 3 months (within 24) can be FULL-TIME treatment, rehabilitation, training, etc. – State decides
- Case opening month – State option to exempt
- Employment Credit – Caseload Reduction Credit (HR-4)
- Eliminates separate 2-parent rate
- Carry-over balances not limited to cash assistance

Senate Finance

- 50-70% REQUIRED,
- FULL-ENGAGEMENT
- CAPPED EMPLOYMENT CREDIT
- CURRENT LAW “CORE” ACTIVITIES PLUS 5 NEW ACTIVITIES ALLOWED AFTER “CORE” THRESHOLD
- GIVE PARTIAL CREDIT AT A LOWER HOUR
- ADOPT A “TIERED” APPROACH, WITH CREDIT BASED ON THE TIER:

Tiers -- How Hours Count Toward Participation

Single Parent Family		Two Parent Family		% of Credit
Child Under 6	No Child Under 6	W/o Child Care	With Child Care	
20-23 hrs	20-23 hrs	26-29 hrs	40-44 hrs	0.675
---	24-29 hrs	30-34 hrs	45-50 hrs	0.750
---	30-33 hrs	35-38 hrs	51-54 hrs	0.875
24+ hrs	34+ hrs	39+ hrs	55+ hrs	1.000

Work Rates and Impacts of Credits

Year	Base Rate	Credit Limit	Effective Min	Type of Credit
2004	50%	-40%	10%	CRC
2005	55%	-35%	20%	* 1/2 CRC/EC
2006	60%	-30%	30%	EC
2007	65%	-25%	40%	EC
2008	70%	-20%	50%	EC

Healthy Marriage Promotion & Research

- Overarching purpose “promote child well-being”
- Matching grant for States, Territories, and Tribes to build services, seed programs
 - \$100 million per year, Federal funding
 - Dollar for dollar State match, can include in-kind and TANF
- Demonstrations, research and technical assistance - \$100 million per year for public and private entities, including, faith- and community-based organizations)
- Reauthorize the Abstinence Education program

Promoting Healthy Marriages: The Role of Government

- Help couples who choose marriage for themselves to develop the skills and knowledge necessary to form and sustain healthy marriages
- How: Premarital and marriage education, support and enrichment programs
- Government should not:
 - Run a dating service
 - Tell anyone to get married
 - Reduce resources for single parents
 - Encourage anyone to enter or remain in an abusive relationship

The Administration For Children and Families

Enhance Child Support Enforcement

- Encourage States to give former TANF families all child support collected on their behalf
- Provide Federal match for child support “pass-through” payments to TANF families
- Require States to review and adjust orders for TANF families every 3 years
- Collect “user” fee from non-TANF families
- Lower the threshold for passport denial to \$2,500

The Administration For Children and Families

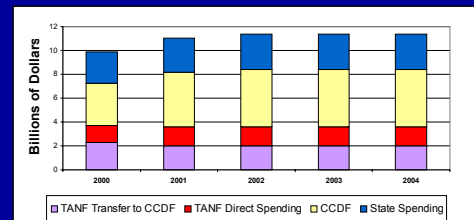
Enhance Child Support Enforcement

- Federal seizure of accounts in multi-State financial institutions
- Require States and Tribes to intercept gaming proceeds
- Federal data match with insurance claims and settlements database
- Double available funding for access and visitation grants (\$10 to \$20 million)
- Over 10 years, proposals will result in \$7.5 billion more in support to families

The Administration For Children and Families

Child Care Funding

Including TANF and State funds, CCDF-related funding has increased five-fold since 1992, from approximately \$2.2 billion to \$11 billion in FY 2003. TANF now represents 43% of Federal dollars for child care.



Child Care

- Maintains funding commitment
- Restores 10% transfer level to SSBG
- Increases transfer level for CCDF to 50% maximum
- Reduces restrictions on use of unobligated TANF balances
- HR-4 & Senate Finance increase mandatory funding by \$1 billion over five years

The Administration For Children and Families

Welfare Collaboration & Integration Waivers

- HR -4 New State program integration waivers - HHS, HUD, Ag, ED, and Labor programs (“Super Waiver”)
- Senate Finance – 10 State Demonstrations for TANF, CCDF & SSBG
- The challenge of moving more clients to work and independence is the nexus for community collaboration
- How do we blend employment, training, lifetime learning & support programs into a vital, integrated system that provides access and opportunities for all rural clients?
- Its at the practical, day-to-day community level where solutions of local implementation are finding effective strategies and policies and practices that promote integration.

The Administration For Children and Families

APPENDIX E

Federal Tax Credits as Incentives for Job Retention

Anita Carwile, Senior Program Analyst,
Volunteers and Community Partnerships, IRS



Federal Tax Credits as Incentives for Job Retention



What Federal Tax Credits Benefit Low Income Families?

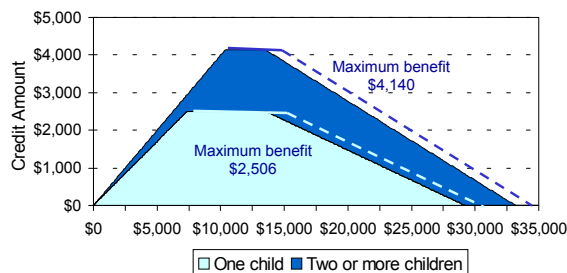
Two major federal tax benefits
for low-income workers:

–Earned Income Tax Credit
(EITC)

–Child Tax Credit (CTC)



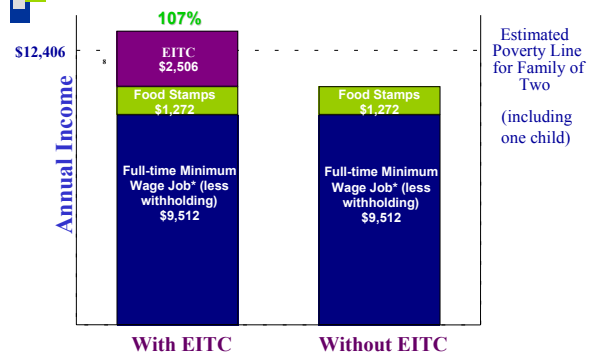
What is EITC? Tax Year 2002 EITC Benefits



Note: Effective 2002, married couples qualify for a higher credit than single parents — shown by dashed lines.



How is EITC a Powerful Anti-Poverty Tool



*Assumes 2,000 hours of work per year and no work or child expenses



What is the Child Tax Credit (CTC)?

For families with children,
who earn more than
\$10,350

Maximum of \$600
(\$1,000) per child.



EITC & CTC are Refundable Credits

Credits offset tax
liability
Excess credit is
refunded



What Is the Economic Impact of EITC?

County	Returns Claiming EITC	Total EITC Benefits	Average EITC Return
Fayette, PA	11,442	\$18.3 Million	\$1,569
McDowell, WV	2,291	\$4 Million	\$1,730



Purpose of EITC

EITC was first enacted by Congress in 1975 to:

- Reduce the tax burden on low income workers
- Supplement wages
- Make work more attractive than welfare



How Does EITC Reduce Tax Burden on Low Income Workers?

Single Parent, Two or More Children				
Annual Income	Social Security	Income Tax	EITC	CTC
\$10,712	\$ 819	\$ 0	\$4,140	\$36
\$14,500	\$1,109	\$ 0	\$3,918	\$415
\$18,720	\$1,432	\$210	\$3,044	\$837



How Does EITC Supplement Wages?

Single Parent	
1 Child	\$5.15 = \$6.35
2 or More Children	\$5.15 = \$7.14



How Does EITC Promote Work?

To qualify for EITC, an individual must have EARNED income.

Study Results:

Percentage of working single mothers with children increased from 73% to 81% between 1984 and 1996



Ignorance Is Not Bliss

Studies indicate that 15-25 percent of eligible workers are not claiming the EITC.

A recent Treasury Department audit found that over 600,000 potentially eligible families did not claim the CTC in TY 2001.



What is the Estimated Impact of Unclaimed EITC?

County	Estimated Potential Recipients	EITC Refunds Not Claimed
Fayette, PA	2,861	\$4.6 Million
McDowell, WV	573	\$1 Million



You've Earned Them, Why Not Claim Them?

Types of eligible families less likely to claim the credit include those:

- With lower incomes
- With a history of welfare receipt
- With larger families
- Whose first language is not English

From: January 2003 AECF Study - The Brookings Institution - EITC Series



There is a Need for Action Around EITC/CTC Education & Outreach

Those with limited education, working experience, English proficiency and/or financial skills have more difficulty with the tax system.

It is more effective when the message comes from trusted community organizations who interact with the working poor on a regular basis.



Impact on Other Benefits?

Often needed for overdue bills

Car for work

IDA

Advanced EITC



I'm Here to Help!

Anita Carwile
Senior Program Analyst
Volunteer & Community Partnerships
(404) 338-8825
anita.carwile@irs.gov

APPENDIX F

Strategies to Meet Transportation Needs in Rural Communities

Carolyn Jeskey, Assistant Director for Employment Transportation
Community Transportation Association of America

Strategies to Meet Transportation Needs in Rural Communities

Carolyn Jeskey, Director
Joblinks Employment Transportation Initiative
Community Transportation Association of America

September 25, 2003

Transportation Strategies Panel

- Carolyn Jeskey, Community Transportation Association of America
- LaVerne Collins, Pennsylvania Bureau of Public Transportation
- Rob Hart, Shore Transit

Strategies Panel (continued)

- Thomas Rosser, Maryland Family Investment Administration
- Elita Spicer, Self-Sufficiency Consultant

Community Transportation Association of America

Mission:

- To ensure accessible, affordable and reliable community and public transportation across our nation.
- To promote freedom, independence and choice. Values at the heart of building a mobile society.

Association Programs & Activities

- Advocacy on behalf of our 4000 members
- *Community Transportation* magazine
- Loan fund
- USDA & Tribal technical assistance grants

Association Assistance, continued

- Joblinks employment transportation activities
 - Funded by the U.S. DOL
 - Funded by the U.S. DOT, FTA
- Information Station web site and library
- Demonstration programs
- Workshops and Trainings

How to reach us:

- 1-800-527-8279 ext. 132
- www.ctaa.org
- www.ctaa.org/ntrc/is_employment.asp

Upcoming Events

- June 2004. Summit on transportation serving people with disabilities, Seattle
- June 2004. Community Transportation Association annual Expo workshops and training, Seattle

All the job opportunities and
human services don't matter
if people can't get to them.

Improving Transportation Access

- Reliable rural transportation = a critical support service to help meet TANF and WIA program goals.
- But we're operating in a climate of budget shortfall and scarce resources
- And rural areas have large areas to cover and low population density

The Bright Side

- Transit services are serving 60%+ of rural areas.
- Job Access and Reverse Commute and matching funds have helped to fill gaps.
- Coordination of transportation services WORKS to improve mobility.

Coordinating Transportation...

“The best way to stretch
scarce resources.”

Ohio Dept. of Transportation

Funding Coordination

- Funding for expanded transportation services, more prevalent than you might guess.

DHHS= \$1.7 billion on transportation, 23 programs

DOT= \$317 million on transportation, 6 programs

DOL= \$27 million, 15 programs

HUD= \$20.5 million, 4 programs

Whole Greater than the Sum of its Parts

What's On the Horizon?

Reauthorizations...

Federal Legislation: Key to Improving Rural Transportation

- DOT Transportation Programs. 2003 Reauthorization (TEA-21)
- DHHS Temporary Assistance for Needy Families. 2003 Reauthorization
- DOL Workforce Investment Act. 2003 Reauthorization

Seeking Positive Outcomes

- Improve interagency coordination
- Promote local decision-making in setting funding priorities and activities
- Reduce the rules that inhibit flexibility, innovation and expanded transportation options for low-income people.

CTAA's TEA-21 Reauthorization Recommendations

- Raise funding levels for rural public transportation to meet increased demand, esp. for nontraditional transportation
- Increase funding flexibility. Ability to leverage dollars from other federal programs. Model: JARC
- Maintain guaranteed investment in rural public transportation

SAFETEA Proposal

- Provides significant (87%) increase in funding for rural programs.
- Strengthens state coordination

Status of TANF Reauthorization

- Legislation expired September 30, 2002
- Operating at FY2002 levels with temporary extensions, currently through September 30, 2003.
- House passed its bill
- Senate Finance Committee marked up its bill. Ready for Senate floor.

(Possible) Positive Changes for TANF and Transportation

- Coordination language (in Senate bill)
- Exclude transportation from “assistance” definition (in House and Senate bills)
- Extend carryover of prior year TANF funds for “nonassistance” purposes (Both bills)
- \$25 million car ownership demonstration program

Workforce Investment Act

- Sunsets September 30, 2003
- House Passed Bill in May
- Senate Subcommittee Markup. Good News!
- Transportation Issues
 - Transportation Information as a Core Service
 - Strengthens State and Local Coordination
- Senate and House Bills May Differ Significantly

For additional information

- Carolyn Jeskey
 - jeskey@ctaa.org
 - 1-800.527.8279 ext. 124
 - or, 202.624.1724
- www.ctaa.org
- www.ctaa.org/ntrc/is_employment.asp

APPENDIX G

Mobility Solutions for Human Services and Non-Profit Organizations - A Focus on the Customer

Rob Hart, Shore Transit Regional Coordinator

A Focus on the Customer

Mobility Solutions for Human Services and Non-Profit Organizations

Mobility Solutions for Human Services
and Non-Profit Organizations

1

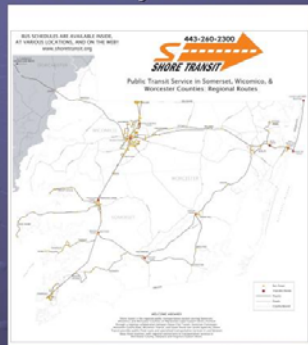
Presentation Format

- Who is Shore Transit & Purpose
- Partnerships
 - One-Stop Job Market
 - Non-Profits
 - Training
 - Purchasing
 - Others
- Coordination through Technology

Mobility Solutions for Human Services
and Non-Profit Organizations

2

Shore Transit – Coverage Area



Mobility Solutions for Human Services
and Non-Profit Organizations

3

Shore Transit - Purpose

- Coordination of Public Transportation Activities
 - Transit Operations
 - Marketing
 - Training
 - Purchasing
 - Maintenance

Mobility Solutions for Human Services
and Non-Profit Organizations

4

Partnerships

One Stop Job Markets

Mobility Solutions for Human Services
and Non-Profit Organizations

5



Partnerships

• Wicomico One-Stop Job Market

- Wicomico Department of Social Services
- Maryland Job Services
- Department of Rehabilitation
- Job Corp
- Local Workforce Board
- Telecom Corp
- GED Program

Partnerships

• Non-Profits

- Coordination in Training
- Purchasing

• Human Services

- Operation of Transportation Programs
- Coordination in Cost

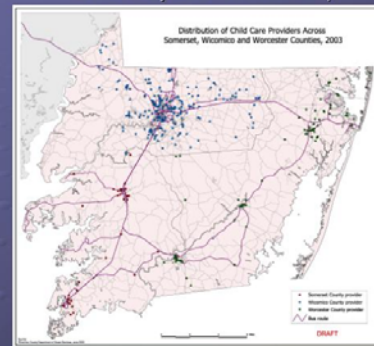
• Others - Businesses

Partnerships

• Child Daycare Transportation Solutions

- Fixed Route Transit
- Demand Response Transit
- Taxi Transportation
- Coordinated Transportation

Child Daycare Transit Map



Coordination Through Technology

Partnership with Department of Human Resources

- Transit Bus – Laptops
 - Collect Data
 - Bill Agencies
- Regional Dispatching System
 - Brokerage Software
 - Integration of Bus Data

THANK YOU



443-260-2300

www.shoretransit.org

APPENDIX H

Wheels to Work

Thomas Rosser, Assistant Director, Family Investment Administration

Wheels to Work

You Have to Have a Job

Wanted:

- TCA/TANF clients working

There must be...

- Access to private vehicle ownership for TCA/TANF customers

Reality...

- In rural areas, private vehicle ownership is essential to self-sufficiency
- There is no public transportation available to take to work

Given...

- PRWOA demanded that AFDC/TCA customers find jobs
- Clients want to work, and can make car payments
- They can't qualify for commercial loans, and can't afford huge payments

We could have...

- Given them a car, or sold them one for a dollar
- This builds no sense of responsibility/ownership
- Getting a car for free is not reality

We developed...

- A loan program, regular payments are required
- Built in routine vehicle maintenance
- Case Management is crucial
- Excellent partners- Community Action and Garrett Automotive
- They must qualify for loans-First United Bank

Results...

- Program up and running since 1998
- 73 cars so far
- Average car runs \$4,000, Dodge Shadows, Chevy Cavaliers

Results...

- Routine maintenance and insurance are included- it gives us a chance to keep track of who's doing what
- Clients like it, and so do taxpayers
- Clients build credit history

Results...

- Payments are very reasonable- \$80-\$100/month
- Repos are done
- Community Action holds the lien
- Money comes back into the program- \$67K to date
- Job retention is high- 93% vs 70% for general TCA caseload

APPENDIX I


Power of Collaboration

Natalie M. Ferry, Coordinator of Special Program Initiatives
Penn State Cooperative Extension

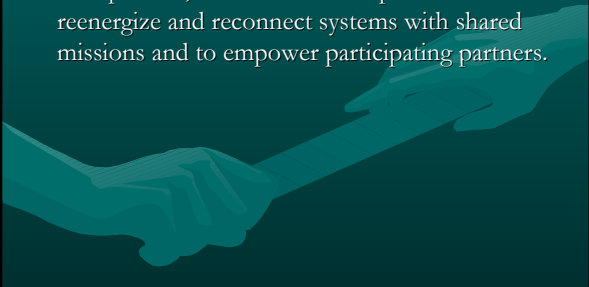
Power of Collaboration



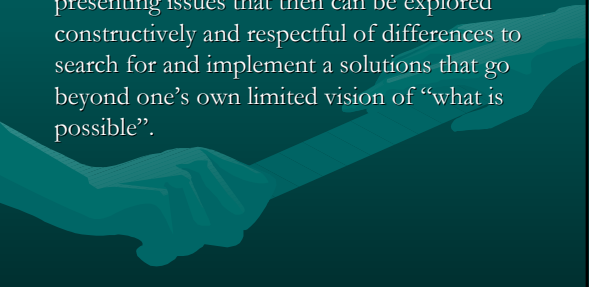
What are 5 keys to a Collaborations Success???



Collaboration

- As a process, demonstrates the potential to reenergize and reconnect systems with shared missions and to empower participating partners.
- 

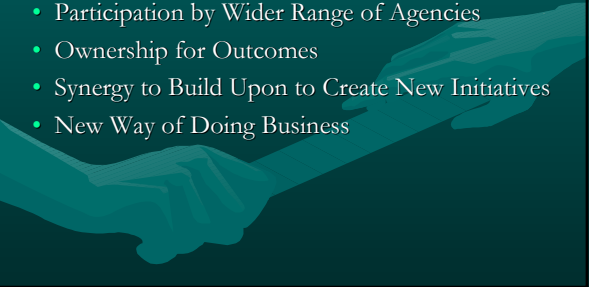
Collaboration

- Provides the means to see different aspects of presenting issues that then can be explored constructively and respectful of differences to search for and implement a solutions that go beyond one's own limited vision of "what is possible".
- 

Power of Collaboration

- Extends Resources
 - Opens Opportunities
 - Creates Strong and Effective Projects
 - Capitalizes on Strengths
 - Eliminates Duplication
 - Builds Capacity
 - Addresses Communities Needs
- 

Collaboration Creates

- Participation by Wider Range of Agencies
 - Ownership for Outcomes
 - Synergy to Build Upon to Create New Initiatives
 - New Way of Doing Business
- 

Strategies To Develop A Strong and Sustainable Collaboration

- Grounded in Mission of Involved Agencies, Organizations and Institutions
- Stable and Sufficient Funding
- Quality Staff Committed to Involvement
- Each Collaborator Has a Clear Understanding of Their Roles
- Demonstrated Program Impact Jointly Accomplished
- Honest and Open Communication
- Flexibility to Meet Diverse Interests
- Grounded in Community

Nature of Sustainable Collaborations

- Continues to deliver services or programs that address targeted audiences needs
- Modifies as necessary through expansion and contraction
- Maintains flexibility in methods and goals
- Supports the communities capacity to respond to community needs

Sustaining Collaborations

- Leaders are committed to the collaboration
- Leaders plan for the collaboration's sustainability
- Plans are in place that include multiple options for obtaining funding
- Individuals hold responsibility for grant writing or funding generation
- Ongoing scanning of the community to identify emerging needs and adjustment of goals to reflect on-going change

Sustainability

- Community resources and capacity are expanded through the collaboration
- Community members are actively involved
- Community members and stakeholders have a clear understanding of the collaborations changing goals and outcomes.
- Develops a widening group of community advocates
- Flexibility, flexibility

Collaboration

- Works in a relationship built upon interdependency that focuses upon addressing issues and opportunities that are commonly shared. Collaboration fosters trust and commitment to joint working efforts.

PENNSTATE



College of Agricultural Sciences • Cooperative Extension

Dr. Natalie M. Ferry
The Pennsylvania State University

Solutions to Rural Issues Through Partnerships
A Community-Centered Approach

Hagerstown, Maryland
September 25, 2003

"Penn State is committed to affirmative action, equal opportunity, and the diversity of its workforce."

APPENDIX J

Food and Nutrition

Tim Walsh, Program Specialist, Food and Nutrition Service

USDA Food & Nutrition Service Nutrition Assistance Programs

Moderator - Tim Walsh, Program Specialist,
Food and Nutrition Service, Robbinsville, NJ

- Nicholas J. Ricciuti, Director,
Cecil County Department of Social Services, Elkton, MD
- Jane Storrs, National Marketing Administrator,
Maryland Department of Agriculture, Annapolis, MD
- Kirk Wilborne, Program Specialist,
Maryland Department of Human Services, Baltimore, MD



USDA Food & Nutrition Service Nutrition Assistance Programs



USDA Food & Nutrition Service Nutrition Assistance Programs

Mission Statement

The Food and Nutrition Service (FNS) increases food security and reduces hunger in partnership with cooperating organizations by providing children and needy families access to food, a healthful diet, and nutrition education in a manner that supports American agriculture and inspires public confidence.



USDA Food & Nutrition Service Nutrition Assistance Programs

Vision

To lead America in ending hunger and improving nutrition and health.



USDA Food & Nutrition Service Nutrition Assistance Programs

- ♦ FNS Nationwide
 - 15 Nutrition Programs
 - 38 billion dollars FY2002
 - Serves 1 in 5 Americans
 - Food Stamp Program
 - 21.7 million people in June 2003
 - National School Lunch Program
 - 28 million students served per day



USDA Food & Nutrition Service Nutrition Assistance Programs

- ♦ Mid-Atlantic Regional Office
 - Robbinsville, NJ
 - Administers programs in 6 states and DC PR & VI including:
DE, MD, NJ, PA, VA & WV
 - 5 billion dollar budget



USDA Food & Nutrition Service Nutrition Assistance Programs

◆ Other Programs

- Child & Adult Care
- WIC
- TEFAP
- Farmers Market
- Summer Feeding



USDA Food & Nutrition Service Nutrition Assistance Programs

◆ Program Eligibility

- The majority of the programs follow the same Income Eligibility Guidelines:
 - 130% of poverty or \$23,920.00 for a family of four.
- Participation in some programs is determined by age.
 - 18 & under, 60 & over.



USDA Food & Nutrition Service Nutrition Assistance Programs

◆ Food Stamp Program

- First line of defense against hunger
- Means tested program available to all who qualify
- Nutrition Education Component
- Average monthly benefits (2003)
 - \$83.57 per person
 - \$194.48 per household



USDA Food & Nutrition Service Nutrition Assistance Programs

◆ TEFAP

- ◆ The Emergency Food Assistance Program
 - Provides food as a supplement to diet.
 - Means-tested program
 - Soup kitchens and food pantries
 - Direct service to public



USDA Food & Nutrition Service Nutrition Assistance Programs

◆ Women, Infants and Children (WIC)

- Low-income, nutritionally at risk
- Pregnant, breastfeeding, post-partum women
- Infants up to 1st birthday
- Children up to their 5th birthday
- Provides food, nutrition education, and health screening/referrals



USDA Food & Nutrition Service Nutrition Assistance Programs

◆ Child and Adult Care Food Program

- Provides healthy meals and snacks
 - Child Care Centers
 - Family Day Care Homes
 - Adult Day Care Centers
 - Homeless Children Nutrition Program



USDA Food & Nutrition Service Nutrition Assistance Programs

- ◆ School Lunch Program
 - Means-tested Program
 - Available to Non-profit private schools
 - Residential child care institutions
 - Afterschool Snack Program
 - Reimbursement rates
 - \$2.19 free
 - \$1.79 Reduced price
 - \$0.21 Paid



USDA Food & Nutrition Service Nutrition Assistance Programs

- ◆ School Breakfast Program
 - Most important meal of the day
 - 70% of eligible children do NOT eat breakfast
 - Improved test scores
 - Reimbursement
 - \$1.20 - \$1.43 Free
 - \$0.90 - \$1.13 Reduced
 - \$0.22 Paid



USDA Food & Nutrition Service Nutrition Assistance Programs

- ◆ Summer Food Service Program
 - Provides nutritious meals when school is out
 - Children 18 or younger
 - Provides a breakfast, lunch or supper, snack
 - Reimbursement
 - Breakfast -\$1.35 + .135 for rural site = \$1.485
 - Lunch/ Supper \$2.35 + .2475 for rural site = \$2.5975
 - Snack -\$.55 + .0675 for rural site = \$.6175



USDA Food & Nutrition Service Nutrition Assistance Programs

- ◆ Summer Food Service Program
 - Outreach
 - Advertising the SFSP
 - Get Involved
 - Be a Sponsor
 - Be a Site
 - Flexible meal service options
 - Weekends only, combination breakfast/ lunch/snack or breakfast/ snack/ supper, 1 week only or all summer long.



USDA Food & Nutrition Service Nutrition Assistance Programs

- ◆ For more information:
 - USDA FNS website:
www.fns.usda.gov
 - USDA Food Stamp Hotline:
1- (800) 221-5689
 - USDA Summer Hotline:
1- (800) 448-USDA



USDA Food & Nutrition Service Nutrition Assistance Programs

- ◆ For FNS information contact:
Tim Walsh
Community Relations Liaison
USDA FNS Mid-Atlantic Region
(609) 259-5092
(609) 259-5011 (fax)
Tim.Walsh@fns.usda.gov



SUMMARY REPORTS

APPENDIX K

Delaware Group Summary

APPENDIX K – Delaware Group Summary

October 30, 2003

Delaware

Solutions to Rural Issues Through Partnerships

Goal: Maximizing the resources that are available

Focus Area: Coordination of transportation services in our rural counties

Partners: Delaware Departments of Labor, Education, Health & Social Services; Delaware Economic Development Office, Delaware State Housing Authority, Community Agencies, County Executive.

Action Steps	Partner Responsible	Timeframe	Desired Outcome	Resources Needed
US Dept. of Transportation held a workshop recently which discussed transportation issues for rural areas. Delaware staff attended and created a strategic plan. Need to link with this plan to avoid duplication of effort	RM	By 11/03	Avoid duplication of effort	
Pull from existing needs assessments and other documents to summarize current transportation services, issues, needs and future goals.	RM	By 11/03	Establish Basis for future planning	
Meet with WIB to advocate for matching dollars for transportation services	Team	By 12/03	Additional funding	
Utilize CTA Sussex County grant to hold forums with stakeholders in the Spring in Sussex County to further refine need, available resources, etc.	MG	By 5/04		
Monitor progress of Kent County's "Go Link" program, which is expanding fixed routes and utilizing paratransit. Evaluate for possible model for Sussex County	RM, MG	Ongoing		
Educate consumers, create advocates to generate support...		Ongoing		
Utilize existing Sussex County Transit Workgroup	MB	Ongoing		

APPENDIX L

Caroline County, MD

Summary of Accomplishments

Caroline County, Maryland Rural Initiatives Team
Initial Report of Conference Outcomes
September 2003

Goal: To increase the number of stable and economically independent families in Caroline County.

Focus or Theme Area	Action Steps	Partner(s) Responsible	Timeframe	Potential Challenges	How Will You Respond?	Desired Outcome(s)	Resources and/or Technical Assistance Needed
Define the terms “stable” and “economically independent” by researching and prioritizing well-being and economic indicators.	Define indicators indicative of “stable families” and “economically independent families”	<ul style="list-style-type: none">Human Services CouncilMaryland Cooperative ExtensionDepartment of Social ServicesHealth DepartmentMid-Shore Mental Health (to include statistics from Board of Education (drop-out rate, graduation rate, etc.), Census Bureau (per capita income, poverty rate, etc.)	30 days	<ul style="list-style-type: none">TimeOther job responsibilitiesCommunication	<ul style="list-style-type: none">Make a commitmentUse technologyProgress reportsListen/Share	Define terms through the use of indicators	<ul style="list-style-type: none">FundingInformation regarding available resourcesInformation regarding best practices, i.e. what has been done?Information regarding funding sourcesInformation regarding experts in the selected field, i.e. who is the expert, who can assist?

APPENDIX L – Caroline County Summary

Focus or Theme Area	Action Steps	Partner(s) Responsible	Timeframe	Potential Challenges	How Will You Respond?	Desired Outcome(s)	Resources and/or Technical Assistance Needed
As above	Determine a baseline for both terms: stable, economically independent	Rural Initiatives Team	60 days	<ul style="list-style-type: none"> ○ Data consistency ○ Communication 	<ul style="list-style-type: none"> ○ Use same year 2002 ○ Use technology ○ Listen/Share 	Calculate the number of families currently meeting definition of “stable” and “economically independent”. Determine areas that require programming attention = target indicators	As above
	Prioritize target indicators and identify key players and new partners according to indicator area	Rural Initiatives Team	90 days	<ul style="list-style-type: none"> ○ Communication ○ Consensus (turf issues) ○ Keeping everyone engaged 	<ul style="list-style-type: none"> ○ Listen/Share ○ Keep goal in mind ○ Progress reports ○ Know the process – “wait your turn” ○ Identify “carrot” 	Identify top five areas most in need of programming attention	

APPENDIX L – Caroline County Summary

Focus or Theme Area	Action Steps	Partner(s) Responsible	Timeframe	Potential Challenges	How Will You Respond?	Desired Outcome(s)	Resources and/or Technical Assistance Needed
As above	Select one priority	Rural Initiatives Team; and new partners as defined by the indicator	120 days	<ul style="list-style-type: none">○ Consensus (turf issues)○ Defining the desired outcome○ Communication	<ul style="list-style-type: none">○ Use technology○ Keep goal in mind○ Progress reports○ Listen/Share	Identify one priority for programming attention; develop programming options.	As above

APPENDIX M

Garrett County, MD

Summary of Accomplishments

APPENDIX M – Garrett County Summary

September 30, 2003

Garrett County

Solutions to Rural Issues Through Partnerships

Focus Areas: Funding or other Resources for School Age Day Care (6-14 yrs)
Funding or other Resources for Infants

Action Steps	Partner Responsible	Timeframe	Desired Outcome	Resources Needed
Contact College re: Early Childhood students for am drop-off pm/pickup coverage at school and/or service learning. DSS can provide CPR training for no cost/low cost	JoAnn	By 10/30	No/low cost in-kind staffing	Team support
Find out how SSBG \$ spent in Maryland	Julie	By 10/15	New Support	
Team members approach their faith institutions about adopting a slot/family approach	Barbara/JoAnn	By 10/30	As above	
Applying for FCBO \$ looking for opportunities	Pam	Ongoing	As above	
Approach LMB to make issue and agenda item	Tom	12/1	As above	
Approach Chamber of Commerce- with partners from business community	Pam to talk/coordinate with Duane	12/1	As above	
Grantsville Rotary	JoAnn	12/1		
Lions	Barbara	12/1		
Oakland Rotary	Tom	12/1		
Business Women's Association	Barbara	12/1		
Contact CCA- analyze wait list	Tom	12/1		
Investigate Early-Head Start in Grantsville	Pam	12/1		

APPENDIX N

Washington County, MD

Summary of Accomplishments

APPENDIX N – Washington County Summary

October 14, 2003—Meeting Minutes

Washington County, MD

Solutions to Rural Issues Through Partnerships

Focus Areas: Increasing the number of low income residents who file for the Earned Income Credit in 2004
(*In 2005, Committee would like to expand focus to include not only applying for EIC but how to use it.)

Action Steps	Partner Responsible	Timeframe	Desired Outcome	Resources Needed
Review material from Maryland Committee for Children (410) 752-7588—Contact Jennifer Williams	Rosalind Martin/WCDSS	By 11/4/03 meeting	Request literature and info; Avoid duplication of effort;	None
Contact IRS rep for this area: Jeff Bledsoe Contact Anita Carwile ask for direct number.	Rosalind Martin/WCDSS	By 11/4/03	Request literature/help	Need contact's info
Prepare EIC /tax prep course for agency volunteers—includes easy to use pre-qualifying checklist for volunteers. Training to be held in 11/03. At least 2 sessions (one AM/one PM) to be held at DSS. Fanny Crawford offered pizza for PM session.	Kim Richardson/Jackson Hewitt Tax Services Volunteers today: Holly Divelbliss/DSS Kim Richardson/JH Martha Buhrman/Comm. Action Council Paul Pittman/Headstart Karen Christoff/Family Ctr. Sharon Shafer/DSS Ellie Murto/DSS Bob Simmers/West. MD Consortium Brenda Mills/DSS Brenda Bard/DSS	By 11/4/03	Easy to follow instructions/checklist to insure that customer's taxes are prepared properly by trained volunteers.	Dates, times, locations, invitations, food Additional volunteers
Share Wash. Co. EIC statistics with regional Jackson Hewitt staff.	Kim Richardson/Jackson Hewitt	By 12/1/03	Increased Awareness by Tax Preparers.	None

Train Jackson Hewitt receptionist and other staff to screen callers for EIC.	Kim Richardson/Jackson Hewitt	By 12/1/03	Thorough info to be given to callers who often don't know what questions to ask.	None
Contact Fleetwood Designs re: developing flyers/postcards, billboards, check stuffers, public service announcements, press releases, posters, TV, radio spots. Ask for report at 11/4 meeting.	Rosalind Martin/WCDSS	By 11/4/03	Professional campaign aimed at low-income residents and employers. Campaign to be easy to understand.	DHR approval to use Welfare Reform \$\$. **Kevin McGuire/Larry Pinkett/Norris West
Give EIC info to 444 Headstart parents; Assist with tax preparations; Provide case mgmt. Re: spending EIC.	Paul Pittman/Headstart	By 01/31/04	Data collection to evaluate the success of our campaign to market the EIC.	EIC/tax preparation training for staff and other volunteers. Incentives;
Give EIC info to daycare providers; Assist with tax preparations; provide pizza for training; collect data for entire project.	Fanny Crawford/Sindy Hill/APPLES for Children	By 01/31/04	Data collection for project.	Training; Model/info re: collecting data for this project. *Ros to contact Eileen Friedman to request info.
Continue to supply Center customers info re: EIC; distribute info.	Karen Christoff/Family Center	By 4/15/03	Increase awareness by Center customers	None
Contact Com. On Aging re: disclosure form/liability issues, etc. associated with using volunteer tax preparers	Rosalind Martin/WCDSS	By 11/4/03	Protection	None
Investigate easy to use tax software—such as Tax Pro. Costs/EIC/etc that will work with available hardware. *Contact Trish Greathead	Sharon Shafer/Sandy Martin/WCDSS	By 11/4/03	ID easy program for those who prefer using PC's instead of paper forms.	\$\$\$

Schedule Tax Day for customers served by the partner agencies to have taxes prepared for free. Volunteers will use a checklist to determine if they can complete the easiest returns. Complicated returns will be given a certificate to have taxes prepared by a paid tax preparers.	Community Partners	By 12/15/03	Increased EIC claimed on returns	Volunteer tax preparers.
Develop speech/info to be given to community partners/agencies.	Community Partners Volunteers today: Martha Buhrman/CAC Bob Simmers/WMC Kim Richardson/JH Rosalind Martin/DSS	By 11/15/03	Same info to be shared	None
Decide how/who to distribute EIC literature. Also determine how to utilize EIC Speaker's Bureau	Partners	At 11/4/03 meeting	Distribute lots of info in the most efficient and effective manner.	None
Prepare minutes and mailings.	Rosalind Martin/Sandy Martin/DSS	Ongoing	Keep partners informed.	Email addresses needed.

Partners in Attendance at today's meeting:

Peter Thomas, Western Maryland Consortium
 Deb Gilbert, Western Maryland Consortium
 Kim Richardson, Jackson Hewitt Tax Service
 Tina Harr, United Way of Washington Co.
 Stephanie Stone, Washington County Community Partnership
 Sharon Shafer, Washington County Department of Social Services
 Ruth Cunningham, Washington County Health Department-Addictions
 Marion Mitchell, Child Care Administration
 Lisa Mowen, Hagerstown Community College

Karen Christoff, Washington County Family Center
 Paul Pittman, Head Start of Washington County, Inc.
 Martha Buhrman, Community Action Council
 Brenda Bard, Washington County DSS
 Holly Divelbliss, Washington County DSS
 Cynthia Hill, APPLES for Children
 Fanny Crawford, APPLES for Children
 Sandy Martin, Washington County DSS
 Rosalind Martin, Washington County DSS

Next meeting—Tuesday, November 4, 2003 at Washington County DSS in the Child Support Conference Room at 8:30.

APPENDIX O

Coalfield Region, VA

Summary of Accomplishments

APPENDIX O – Coalfield Region Summary

Solutions to Rural Issues Through Partnerships A Community-Centered Approach Report from the Coalfield Group

The Coalfield Group developed a team of twelve members to participate in the conference in Hagerstown based on the recommended team composition supplied by the conference organizers. We were pleased with the eagerness with which our invitations were accepted – we had no refusals. We were also pleased with the level of decision-making represented by our group. It included:

- Jerry Spence – Director of Lee County Social Services
- Pat Fortner – VIEW Coordinator
- Frank Horton – Chairman, Russell County Board of Supervisors; WIA CLEO; and Director of Continuing Education, Southwest Virginia Community College
- Shirley Ray – Private child care center owner
- Darrell Blankenship – Director, WIA Adult and Youth Programs
- Charlie McConnell – Director, Wise County Redevelopment and Housing Authority
- Tom Griffith – Director, Cumberland Plateau Regional Housing Authority
- Malcolm Perdue – President and CEO, Stone Mountain Health Services
- Susan Helton, LCSW – Partner in Abington Center for Psychiatry, Counseling and Education
- Ron Ratliff – Executive Director, Area One Workforce Investment Board
- Linda Asbury – Executive Assistant, Occupational Enterprises, Inc.
- Aleta Spicer – Executive Director, Occupational Enterprises, Inc.

With the help of our facilitator, Kenneth Bosen, the group chose regional transportation as its long-term project. Attached are the worksheets outlining the analysis of the partnerships and missions, the goals and objectives, the responsible partners, and a projected timeline. We were fortunate to have a Deputy Secretary assisting in our discussions. Our intention is to move quickly toward implementation with the hope that a demonstration project in our area might become a reality as a major piece of an effective regional transportation plan.

It was also our pleasure to have two of the teams request information about our Cars for Work project and are happy to provide them with details, forms, lessons learned, etc.

On a less positive note, and in the spirit of helpfulness based on the request for feedback, we offer the following. It was our understanding that the group was chosen based on innovative work and collaborative skills and experience. If our understanding was inaccurate, we apologize. If, however, it was accurate, we felt that our time could have been more usefully spent. Some of the information seemed geared more for beginning collaborations, and most of us have spent many hours in strategic planning. These thoughts might prove helpful if other series of conferences are planned around the country.

Additionally, please never hold another conference at that facility.

REPORT FOR THE COALFIELD GROUP

EXPLOITING ASSETS

	EXPLOITING ASSETS			
Organizations	Nonprofit Organizations	Community Health Centers	Government Agencies	Others
Purposes	Self-Sufficiency for participants	Accessible/affordable health care	Addressing barriers; training; employment	Child care; housing; transportation; mental health issues
Activities	Assessments; LD diagnoses; SA/DV counseling; intensive case management; mentoring; job readiness	Pursuit of One Care	GED; employment training; job search/ placement/coaching;	Parenting; Cars-for-Work; counseling
Partners	Occupational Enterprises, Inc.; People, Inc.; RADA; Clinch Valley Community Action	Stone Mountain Community Health Centers; Health Departments; Free Clinics	DSS VIEW; WIA adult and youth; Housing Authorities; Community College	Private child care; AAAs; CAAs; CSBs; FQHCs
Expected Outcomes	Self-Sufficiency for Participants	Accessible/affordable health care Prescriptions; referrals	Training; employment	Quality child care; transportation; preventive activities
	Additional partners; elimination of service duplication	Additional partners; elimination of service duplication	Additional partners; elimination of service duplication	Additional partners; elimination of service duplication
Overlaps	Transportation; health care; mental health; employment and job readiness	Transportation; health care; mental health; employment	Transportation; health care; mental health; employment	Transportation; health care; mental health; employment

EXPLOITING ASSETS				
Organizations	Nonprofit Organizations	Community Health Centers	Government Agencies	Others
Gaps	Transportation; education; employer involvement; skilled workforce	Transportation; education; employer involvement; skilled workforce	Transportation; education; employer involvement; skilled workforce	Transportation; education; employer involvement; skilled workforce
Implications	Resources available and nonavailable; fragmented; non-existent; lack of coordination and communication	Resources available and nonavailable; fragmented; non-existent; lack of coordination and communication	Resources available and nonavailable; fragmented; non-existent; lack of coordination and communication	Resources available and nonavailable; fragmented; non-existent; lack of coordination and communication
Action Steps	Address regional and state coordination issues; involve DMAS, colleges, DVRPT, legislators; work with One Care; add partners	Address regional and state coordination issues; involve DMAS, colleges, DVRPT, legislators; work with One Care; add partners	Address regional and state coordination issues; involve DMAS, colleges, DVRPT, legislators; work with One Care; add partners	Address regional and state coordination issues; involve DMAS, colleges, DVRPT, legislators; work with One Care; add partners
BUILDING STRATEGY AND SYSTEM				
Focus Area	Action Steps	Partners/Timeframe	Outcomes	Resources Needed
Inventory Resources	Conduct survey	Coalition/90 days	Big picture of available resources	Staff to conduct and tabulate survey
Bringing key players together	Recruit legislators and other players; ID turf; ID gaps	Coalition + economic developers + legislators /180 days	Create task force, vision, and kick off	Facilitator, funding for event
Implementation Plan	Design working group and develop plan	New working group/ one year	Short-term: run a pilot. Long-term: 4-5 year plan for	FUNDING

ACTION PLANNING - SO WHAT? NOW WHAT?

Focus Area	Action Steps/Time	Potential Challenges	Response	Needed Assistance
Resource Inventory	Research; design survey; compile data; analyze results/90 d.	Turf; trust; withheld information; inaccuracies	Personal contacts	Staff support (fairies in the basement)
Regional Conference of key players	Plan and conduct; include teambuilding and crossroads training; follow up and assign leadership/ 90-180 days	Turf issues; securing peoples' time; getting regional and state buy-in	Political strategy; win-win approach	VDRPT; cc alition; economic developers; state agencies; business community
Develop plan for implementation for 4-5 yr. Horizon	Form working group; hire consultant; assign tasks; develop plan; set timeline/ 6 mo.-1 yr.	Turf; multiple needs; control issues	Inclusiveness; education; political support	Professional assistance; each partner accepting responsibility
DEVELOP AND IMPLEMENT A NEW PLAN - USING NEW PARTNERS TO ADDRESS EMPLOYMENT NEEDS AND OTHER ISSUES.				

APPENDICES P1- P5

Mc Dowell County, WVA

Summary of Accomplishments

APPENDIX P-1: Mc Dowel County Summary

McDowell County

*SAFE/SHED	Safe Housing Economic Development
*DHHR	Medicaid, Food Stamps, TANF, Social Services
*Community Access, Inc.	TANF interim case management; transition TANF to work
*Workforce Investments	
*Family Resource Network	F.A.C.E.S. (Collaborative)
Council of Southern Mountains	CAP
*Mental Health	3 counties - Southern Highlands Community Mental Health Center
*Catholic Community Services	
McDowell Mission Ministries	
*Education	McDowell Board of Education (State)
*McDowell County Parks & Recreation	CCC
*EDA (Economic Development Authority)	Economic Development
*McDowell Redevelopment Authority	Housing
*Hatfield/McCoy Trails	Tourism/economic development
SARDAC	Educational Events - Learning Center

Big Creek People in Action (BCPIA)	Child care; adult classes
McDowell Rural Health	Collaborative
Commission on Aging	
*New River Community & WV College	Bluefield State
Tug River Health Clinic	
Sustainable Communities Collaboration	Infrastructure, sewage, water)
Welch Community Hospital	
Bluefield Transit	
Cimмерon Coach	MA Transportation
*Mustard Seeds in the Mtns	
Union Mission	
Five Loaves & Three Fishes	Food to churches
*MCC (Mennonite Central Committee)	
*McARTS	
Yukon Health Center	Family Planning
Community Action Program	(not Council of Southern Mountains)
*Div of Rehabilitation Services	
Paul Miller Shelter	
Council on Aging	
Legal Aid	
Law Enforcement	
Prosecuting Attorney	
*Federal Reserve Bank of	

Richmond	
* Job Service	
* HEP	

CONNECTIONS

- Loosely
- 2 sides of Mountain - most on one side
- Family Resource Network (FACES) - monthly meetings - ½ agencies come
- Agencies are in competition for grants
- Need to do more for continuum of care
- Address needs in “community” - mining history

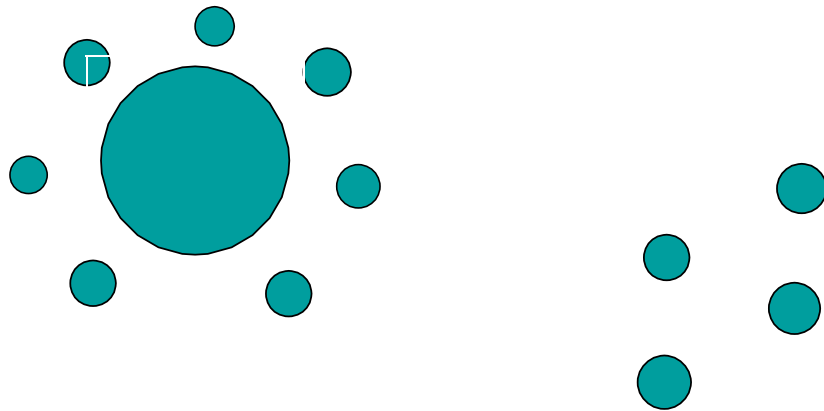
BENEFITS OF CONNECTIONS

- Could compete better for grants (e.g. HUD) - continuum of care
- Better use of resources
- TANF redo - will be coming off welfare
- Collaborative programs - get word out & get services to more people
- Services - share information for clients
- Political clout - get support
- “Readying” for new types of jobs (prison) - housing, education

Organization	Self Interest (Collaborative) "Bring to table"	Priority Needs ("Keep at table")
SAFE	<ul style="list-style-type: none"> ●Give access to information - get your information out and get information in ●Access to add funding - information on grants available 	<ul style="list-style-type: none"> ●See that are networking - accomplishing things Opportunity to work with all agencies in the county ●Would like Board of Education at table (State Superintendent)
DHHR	<ul style="list-style-type: none"> ●Get information Find resources for transition - referral ●Links with agencies that clients need for transition 	<ul style="list-style-type: none"> ●Feel progress being made ●Develop economically - move in right direction
Community Access	<ul style="list-style-type: none"> ●Get information - to pass on to clients ●Links with agencies 	<ul style="list-style-type: none"> ●Progress made ●Economic development - new jobs
WIA	<ul style="list-style-type: none"> ●Readying community for jobs at new prison construction 	

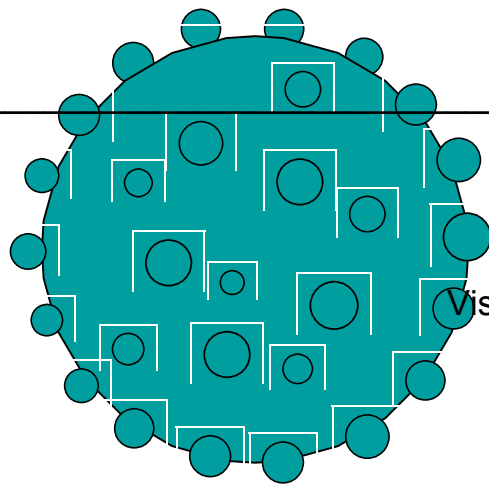
NOW

FRN is the large circle



IDEAL

- Shared Vision
- Collaboration
- Education



Broad
Based

Vision

Communication
Based

Key Words	Goals
	1. Bring everyone to table including education (especially) ✓improve education - revise to match jobs ✓increase housing ✓attracting more jobs ✓deal with need to build housing - outside flood plain ✓develop local entrepreneurs (especially tourist related industries) ✓preserve heritage & “community” - small town feel

GOAL

Bring agencies together to develop short term strategy for 1--creating jobs in county - home based and new businesses and 2--training for those jobs or businesses.

VISION

Have enough jobs for everyone

Jobs appropriate for county

Training needs to do jobs (include business entrepreneurs - website and home businesses)

TEAM TIME KEY POINTS

Team Time #1 “Ah Ha” Moments

- ◆ Large number agencies and resources
- ◆ Infrastructure in place to share information but not take action
- ◆ Attracting jobs is at core of many issues

Team Time #2

- ◆ Multiple agencies serving same consumers for variety of services
 - ➔ May not be best use of agency resources - client may be overwhelmed
- ◆ One stop centers could help

Team Time #3

- ◆ Use FRN - create subcommittees
- ◆ Use SAFE strategic planning process as vehicle
- ◆ Use WIB for education/training leader

TeamTime #4

- ◆ Invite one on one by key influences

McDowell Team Time #2 - "Exploiting Your Assets" Community Asset Mapping Tool A

Institutions, Orgs, Funding Sources, Initiatives	SAFE	DHHR	Community Access	FRN/FACES
Purpose/Clients	Domestic Violence Victims Homeless Women/Children Low Income/TANF Disable/Elderly	Low Income Medically Needy Unemployed Child Abuse/Neglect Youth Adult Protective Services	TANF Clients - whole family	Government initiative Collaboration Agencies together
Activities	Domestic Violence Intra- vention & Prevention Housing and home ownership Economic Development Child Care Centers Learning Center	Financial - TANF Social Services Refer to other agencies Food Stamps Medicaid	Education for job readiness Survival skills - e.g. child care/budgeting/domestic violence GED/driver's license Job development Yearly follow up - supportive employment Intensive case management	Monthly mtgs for inf. sharing Agency FEAST quarterly (training/workshop) Facilitate Meting Family Centered Practice Training Conflict Resolution Training Oversight for "continuum of care" for federal grants
Partners	Legal Aid Community Agencies/FRN Mental Health Tug River Clinic DHHR HUD WVHDR (Housing Dev. Fund) USDA Rural Development Law Enforcement Prosecuting Attorney's Ofc	Link to other agencies in county Private Businesses FRN Community Access Council on Aging Shelters for children Law Enforcement Legal Aid Prosecuting Attorney's Ofc	Refer and link to every agency in county SAFE Legal Aid Mental Health DHHR FRN Small businesses (job developer)	Agencies Families/consumers
Expected Outcomes	Inc. Housing Opportunities Prevent Violence Economic Development Program - jobs, business, local	Financial & Supportive Services - food/shelter/ medical care Protective Services People to work People become financially independent	Self sufficiency (paid job, SSI, Child Support)	No overlap or duplication No gaps in service Leadership development (including consumers) Effective use of resources
Other				

McDowell Team Time #2 - "Exploiting Your Assets" Community Asset Mapping Tool B

Overlaps	Gaps	Implications	Action Steps
TANF Recipients are served by multiple agencies for different services --scattered --not one service coordinator --case manager at each agency	Substance Abuse Jobs (appropriate to skill/level) Education/training Information Affordable and rental housing --low income and regular income More supportive employment	If no communication among case managers - may not be using agency resources wisely Clients overwhelmed Need to attract jobs at different skill levels	1. "One stop shop" centers 2. Get agencies/consumers to table 3. Sheltered workshops 4. Develop jobs and education for jobs

APPENDIX P-4: McDowell County Summary

McDowell Team Time #3 — “Building Your Strategy/Building Your System: Organizing to Get the Work Done” Action Planning

Focus or Theme Area	Action Steps	Partner(s) Responsible	Timeframe	Desired Outcome(s)	Resources and/or Technical Assistance Needed
	Contact FRN Meeting with FRN - see if it will be lead - create subcommittee Invite actors/agencies (star) to be on subcommittee	DHHR - Linda FRN - Kathie	Next meeting within 3 months (November meeting)	Create subcommittee of FRN to develop plan	Use 18 trained in sustainable communities as resources and worker bees.
	Use SAFE Strategic Planning Process for Economic Development (consultant to develop plan for creating jobs) Use Federal Reserve Study	SAFE and Subcommittee Sharon	1 year (first meeting at Federal Reserve Community Meeting in November)	Know direction for job creation Know training/education needs (new - ? - development)/redirect Create Jobs	Consultant MEDA on board from RHUD Grant e-Commerce Opportunity, esp. w/ Federal Govt. Help with business incubation
	Strategic plan for development/training/education program	WIB - Bill Subcommittee	1 year (simultaneous)	Training program Training with job at end	Educational stipend (WIB)

APPENDIX P–5: McDowell County Summary

McDowell Team Time #4 - "So What? Now What?" Action Planning

Focus or Theme Area	Action Steps	Time Frame	Potential Challenges	How Will You Respond?	What Assistance Will Be Needed?
	Subcommittee - getting all needed players to table	November	Getting to table Creating incentive	Feed them One on one invite - invite them telephone tree	18 trained in sustainable communities
			Keeping at table	Quick results Celebrate "jobs" day - politicians there	
			Agency overload Some people doing everything - workhorses	Tag into FRN Meeting to minimize travel time/disruption	